

AND ADVERTISERS' WEEKLY

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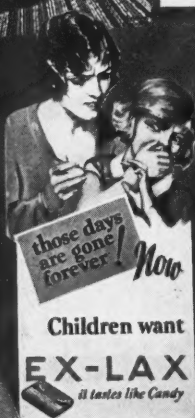
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September 18, 1928

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511-519 East 72nd Street • New York City

VOL. XVI. No. 14
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Sales Management

AND ADVERTISERS' WEEKLY

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CONTENTS

Have You a Little Guess Manager in Your Plant?	771
<i>By Eugene Whitmore</i>	
How and When Factory-Owned Retail Stores Are Profitable	774
<i>The third of a series of articles by H. C. North</i>	
Graham Brothers Use Talking Movies to Reach Dealers	777
<i>By D. G. Baird</i>	
An Outline of Mergers	778
<i>The fifth of a series of articles by John Allen Murphy</i>	
The Five and Ten Goes Modern	781
<i>By Thoda Cocroft</i>	
The Salesman Who Sends in Too Many Red Ticket Orders	782
<i>By John Garth</i>	
New Ways to Make Sales Letters Pay	784
<i>The fifth of a series of articles by Edward H. Schulze</i>	
Ford Buys Good Will in England by Favoring the Small Investor . .	786
The Advertising Gallery	788-789
Sugar's Reply to Lucky Strikes	790
<i>By Frank C. Lowry, President, the American Sugar and Coffee Exchange, Inc.</i>	
The Sales Managers' Bookshelf	794
Latest News in Sales and Advertising, Beginning on	797
Rachmaninoff and Today's Business	798
We Revise an Opinion	798
Alaska Papers Please Copy	798
Conventions as Sleep Inducers	798
Tips for the Sales Manager	811

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Where others Fail—

THE constant, consistent, substantial growth in the daily circulation of the

Newark Evening News

proves its growing influence with its readers. Where the other evening newspaper in the City of Newark shows a loss (according to the sworn statements to the Federal Post Office Department) the NEWARK EVENING NEWS shows a decided GAIN.

Average Daily Circulation

(Six months endings Sept. 30, 1928)

137,602

a gain of 6,480 copies daily
over the same period 1927

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They Say That—

A. C. MONAGLE has been elected vice-president in charge of domestic sales and E. B. FILSINGER, vice-president in charge of foreign sales, of the Royal Baking Powder Company, New York. Mr. Monagle, who has been general sales manager, succeeds FRANK D. BRISTLEY, resigned, with whom he has been associated for the past six years. For some time Mr. Monagle was general secretary of the American Grocery Specialty Manufacturers Association. Mr. Filsinger was previously director of foreign sales. He is president of the Export Managers Club of New York, and the author of several books on export sales.

H. H. DEWEY of Schenectady has become vice-president of the International General Electric Company, Inc., with supervision of all interests of the company in connection with Russian business. Formerly, Mr. Dewey was assistant engineer of the central station department of General Electric Company.

FRANK W. HARWOOD has resigned as advertising manager of the American Tobacco Company to join the American Cigar Company as advertising manager and a member of the board. He will continue as a member of the board of American Tobacco.

O. C. SOOTS, executive manager of the Washington State Chamber of Commerce, at Seattle, has resigned to become president of the Apple Vending Sales Company, Inc., there, a national marketing organization selling northwest apples through vending machines.

O. H. MCCORNACK, vice-president in charge of sales of the Hudson Motor Car Company, has resigned to devote his time to personal interests. Mr. McCornack has been with Hudson for the past nineteen years. During the

coming months he plans to travel extensively in Europe and elsewhere. His successor at Hudson has not been appointed.

HENRY BOYNTON, formerly in charge of the industrial division of the Moto Meter Company, Long Island City, New York, has been appointed to head a new department for the manufacture and sale of aircraft instruments.

FRANK H. ROBERTSON, St. Louis, head of the Robertson Aircraft Corporation, has been made vice-president in charge of operations of the Universal Aviation Corporation, supervising the entire system, operating approximately 4,000 miles daily on schedule routes. His headquarters will be in Chicago.

The Gardner Motor Company has sold the Gardner Motor Sales Company, the organization which has handled wholesale branches in Chicago, Cleveland and Boston, and the L. Markle Company at Chicago, the Gardner Ohio Company in Cleveland, and A. J. Shorey & Associates in Boston. The company anticipates an increase in sales volume in these three cities under the new plan of operation.

GEORGE S. STROUD has become advertising manager of B. Kuppenheimer & Company, clothing manufacturers, Chicago. He was for several years with the sales and advertising departments of that company.

C. P. WALKER has succeeded A. C. HURLBURT as advertising manager of the Colt's Patent Fire Arms Manufacturing Company, Hartford.

WARNER V. TAYLOR, a director of the W. S. Quinby Company, Boston, makers of La Touraine coffee and tea, has been elected president of the company. He succeeds the late W. S. QUINBY.

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SIXTEEN, NUMBER FOURTEEN

NEW YORK, N. Y., DECEMBER 29, 1928

Have You a Little Guess Manager in Your Plant?

BY EUGENE WHITMORE

WITH 1097 corporations gobbling up approximately 40 per cent of all corporation profits many business men are wondering what incentive remains to encourage small business men to continue the struggle for existence. For several weeks I have been showing the figures from the Statistics of Income from the Internal Revenue Department to a number of far-sighted business leaders. I have asked every one of them, "Will this enormous concentration of volume and profit continue? Is there any longer a chance for small business?"

Without an exception the gist of every answer has been, "There is plenty of chance for small business if its owners will stop guessing. The chief difference between big business and small business is that big business experiments, gathers facts, keeps its fingers on the consumers' pulse and plays no hunches. Little business guesses, wishes, hopes, takes chances and follows its own opinions."

In a few brief paragraphs I am going to cite some examples of guessing and what it has cost. The first is the story of what happened when one sales manager stopped guessing. The facts have been gathered first hand and are accurate, although of course no names can be mentioned.

For more than ten years the salesmen and the sales manager of a New England manufacturing concern had been trying to sell their advertised line to one of the leading wholesalers in the country. The wholesaler had his own private brand and had repeatedly declared his lack of interest in the ad-

"With no burden of costs resulting from guessing what the consumer wants, what he will pay, when he will buy, or what the season's style trend will be, the big merchandising giants are taking business away from every retailer, wholesaler and manufacturer who still relies on guesswork." What happened when four concerns stopped guessing and got the facts about their businesses is told here.

vertised line. The salesmen grew impatient trying to sell this wholesaler and for several years prior to 1927 virtually no effort was made to land the wholesaler's business.

In the summer of 1927 the old sales manager was replaced by a more aggressive man. He wanted to know why the big wholesalers could not be sold. "The big fellows are married to their private brands and we haven't a chance to sell them," was the answer he received from all the salesmen. But this answer failed to convince him. He was not content to assume that the big fellows couldn't be sold. So he began gathering facts. Picking out fifty typical customers of the wholesaler, he made a study of their buying. He instructed his salesmen to obtain from these fifty retailers a record of their purchases of his advertised line, as well as a record of their purchases of the jobber's private label line.

Soon he had reports from his salesmen covering forty of the fifty selected accounts. As he expected, the figures showed that dealers were buying from three to five times as much of the advertised lines.

A few weeks later he walked into the office of the president of the wholesale house. After friendly greetings the sales manager began:

"In Dothan, Alabama, you have a customer who bought \$135 worth of your private label goods in 1926. While you were selling him that \$135 worth, we sold him \$310 worth. Your customer in Columbia City, Indiana, bought \$68 worth, while we sold him \$192.50 worth. In Coshocton, Ohio, we have three customers, you have one. We sold your account twice as much as you did, and sold the other two dealers to boot."

Records from one town after another were quoted. The wholesaler

was considerably fussed. Before the sales manager had finished he had asked the buyer for the department to come in and listen to the record. The department manager soon sent for his own records to check up the sales manager, whose figures he found to be correct.

What the wholesaler expected to be a friendly call developed into an all-day session ending at dinner. Again next morning the sales manager was in the wholesaler's office, this time by invitation. After the sales manager had thoroughly explained the advertising program and showed why his company knew its market, the wholesaler placed a staggeringly large order. The samples for all the salesmen cost a small fortune alone. It was the prize order of the year. During 1928 this wholesaler's purchases from the New England manufacturer totaled nearly half a million dollars.

Fact Finding vs. Guessing

Half a million dollars in business in one year from one customer as a result of fact finding versus guessing! Had the sales manager pursued the easy-going tactics of his predecessor he would still be assuming that it was impossible to sell the big wholesalers.

The younger sales managers are running their sales departments with the accuracy of a Lindbergh piloting a plane. Some of the older sales managers are still using the happy-go-lucky methods of an old-fashioned ox-cart driver. Here is a good example. Three years ago the young son of a wealthy middle western manufacturer came back from college and began work in the sales department of his father's business. For some weeks he spent most of his time asking questions. Day after day he was amazed at the number of questions he could ask which no one could answer. It seemed to this young man that the sales department was being run on a hit or miss basis. Although profits were satisfactory, there seemed to be altogether too much guessing in the sales department.

Gradually he began formulating a plan for finding a substitute for guesswork. One of his first steps was a study of sales territories. After three months of work guided by skilled market analysts, he was able to show that the company needed nearly double the number of salesmen it was then employing. As a clincher for his presentation of facts, he showed that one salesman in a western state was covering a territory of 100,000 population. Another salesman, drawing the same salary, and judged on the same basis, was covering an eastern territory of more than a million population. The additional salesmen were hired and

with double the outlay for salesmen's salaries, the company made more profit the first year of the augmented sales force than it had ever made before.

Because sales managers deal so constantly with the human equation which cannot be judged with the aid of a test tube, it is perhaps natural that more guessing has been done in the sales department than in some other departments. But guessing is being literally *boiled* out of the sales department of many successful business organizations. There is no longer any room for the sales manager who guesses. Accurate estimates, exact facts based on current reports of sales from the field, and intelligent forecasting must take the place of guesswork. The public will no longer pay for the costly results of guessing because there are too many large merchandising organizations that are learning to eliminate the cost of guessing by supplanting hunches with facts, and passing the savings on to consumers.

Giant chains, big mail order houses, and huge department stores have concentrated their efforts on a process of refining their methods until, in many cases, the waste from guessing has been boiled out of their prices. This boiling out process has reduced their costs of operating to the point where their low prices, in the future, will de-

We must face the fact that the public is growing weary of paying for our costly guesses. Only that product which reaches the consumer with the lightest burden of distribution cost is going to be sold at a profit in the future. If, in certain industries, distribution costs mount too high today the chains and other giant merchandisers begin their own manufacturing, and boil out the excess distribution cost. So far this has been done chiefly with staple lines. But there will come a time, and it isn't a century ahead, when semi-staples and luxuries will undergo this same waste-stopping process.

Two years ago a new sales manager was called to take over sales for a medium-sized manufacturing plant

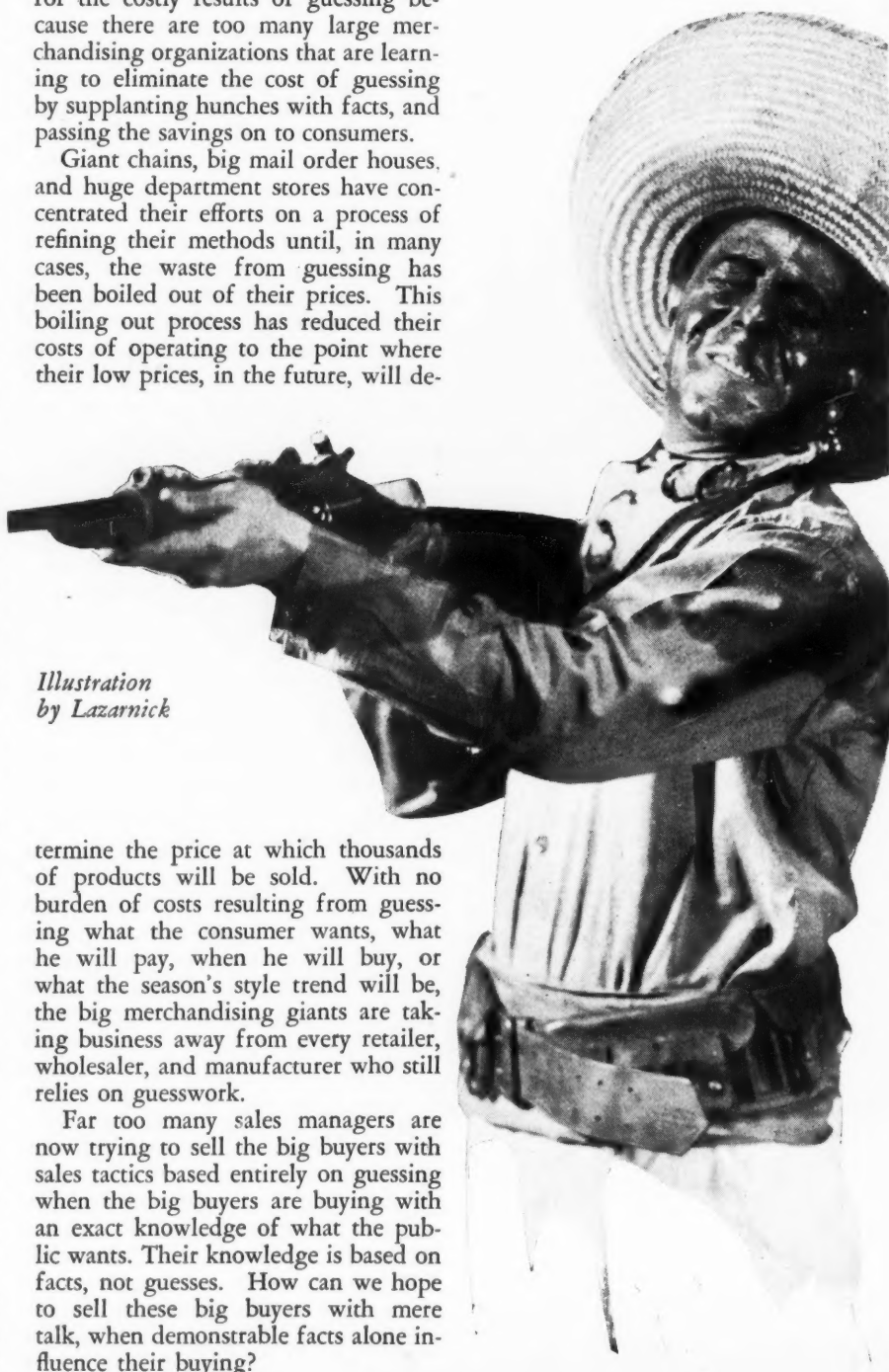


Illustration
by Lazarnick

termine the price at which thousands of products will be sold. With no burden of costs resulting from guessing what the consumer wants, what he will pay, when he will buy, or what the season's style trend will be, the big merchandising giants are taking business away from every retailer, wholesaler, and manufacturer who still relies on guesswork.

Far too many sales managers are now trying to sell the big buyers with sales tactics based entirely on guessing when the big buyers are buying with an exact knowledge of what the public wants. Their knowledge is based on facts, not guesses. How can we hope to sell these big buyers with mere talk, when demonstrable facts alone influence their buying?

¶ There are an appalling number of sales managers who, like Mexican soldiers, shut their eyes and shoot blindly, guessing at the mark.



which had long enjoyed the reputation of turning out an unusually high quality of wearing apparel specialties. The sales manager's previous experience was with a hardware company and he had nothing to "unlearn" about the needle trades. With no preconceived notion to mislead him, he began searching for facts. One of the first things he did was to visit salesmen. Without exception they all promised a huge additional volume of business if he would introduce a cheaper line. Watching the salesmen present the line, he was impressed with their inability to give buyers any concrete, definite evidence of quality. Apparently the salesmen had learned to think of the price objection as inevitable and unanswerable.

After his return to the factory the sales manager called in the factory superintendent and asked that gentleman to point out in minute detail just where the line was better than competitive products. The superintendent brought in half a dozen competitive products and pointed to more than a dozen genuine points of superiority.

Here was the sales manager's clue. He took the garments, called on nearly a hundred women, and carefully tabulated their opinions of the garment and its quality. Then he bought a

sample of every competitive garment and ripped it to pieces, tabulating and recording every fact which showed the superiority of his own product. Around these facts he built a sales portfolio and a sales canvass. Then he took to the road and began selling his own merchandise. In one town after another he sold dealers the salesman had declared couldn't be sold. For the first time he had proved to dealers that the line was actually superior in quality—and more important still—that there was a real market for quality.

From red ink figures this plant has jumped into profitable production and today it is no longer necessary to keep the plant busy with filler orders, taken

at ruinous prices from chains and department stores.

How many sales managers know, with a reasonable degree of accuracy, whether or not their salesmen are calling on all the actual users of their products? While the number of sales managers who have this information has increased rapidly in recent years, there yet remains an appalling number who, like Mexican soldiers, shut their eyes and shoot blindly, guessing at the mark.

Needed Additional Volume

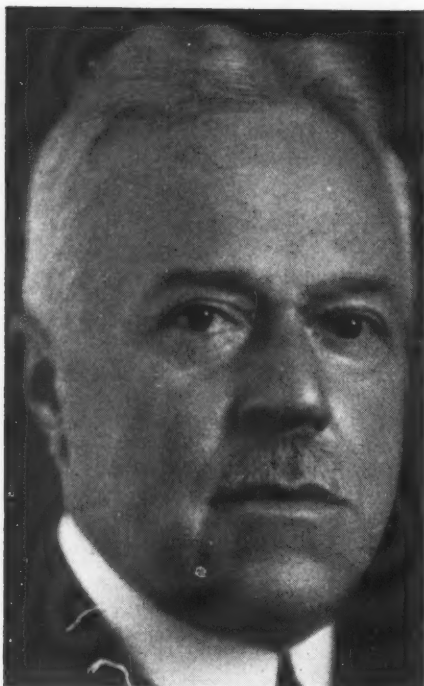
Not long ago the sales manager of a container manufacturing plant was forced to find enough additional volume to keep some new automatic machinery busy on a twelve-month basis. The sales manager's first thought was to develop new uses for his containers. But that was too long and expensive a process. Then he began trying to estimate the total volume of business available from present actual users. He soon realized that he had no accurate knowledge of:

1. The total number of actual customers by territories.
2. The per cent of each customer's total requirements being sold by his salesmen.
3. The total number of users buying all their requirements from competitors.
4. The volume of business by months.

With the new automatic machinery chewing up orders at a furious pace, he had to do something quickly. So he began a survey of his markets. In a few months of exhaustive and intensive work the sales manager found that he had grievously underestimated his possible market. He learned, to his amazement, that he had been shooting at only 40 per cent of the total volume of business. He found literally hundreds of important buyers of which his salesmen had no record or knowledge. He found customers who were buying three times as much from competitors simply because his own salesmen did not know what a trifling percentage of total requirements they were selling these customers. He found salesmen concentrating on small buyers and passing up big fellows.

But this sales manager was no "old fogey." His company was on a profitable basis and a leader in its industry. But they had been content to guess, and they guessed wrong by 60 per cent. Instead of enough business for one battery of automatic machines, they found enough for two.

Sales managers of small companies will salve their conscience by telling themselves, and each other, that only
(Continued on page 801)



The W. L. Douglas Company, of which Herbert Tinkham is president, operates 120 stores. It was among the first to abandon the jobber and sell direct to the retailer.

It was seen in preceding articles that changes in the streams of distribution were all natural developments, coming with neither plan nor forethought, but dictated by fundamental conditions.

Applied specifically to the shoe industry, fixed costs necessitated a steady output and demanded a steady, constant market. Many manufacturers, and the failure of retailers to stick to any one, led to direct selling, identification of products, establishment of exclusive agencies, and finally to the factory-owned stores. To maintain good will, it was found necessary to be near the consumer where his preferences could be seen and his habits noted.

From the chain store retailer, who applied facts and figures to distribution as the manufacturer applied engineering formulae to production, the shoemaker learned to fit his factory to the public.

One of the first lessons was that the details of retailing should be handled by a separate department. Under the old system the factory-owned stores were left usually to the wholesale managers, who saw in these outlets only an opportunity for high-powered retail selling. Instead of moving the plant to the public, they tried to drag the public to the plant.

A second lesson was that, once divorced from wholesale selling, the retail department should be judged as any other merchant; sold to on the

The third of a series of articles on distribution's

How and When Factory-Owned Stores Are Profitable

BY H. C. NORTH

Although the first articles in this series deal exclusively with changing trends of the shoe industry, what is taking place in the shoe field is an excellent indication of the trend in other fields. Later articles will discuss similar developments in drugs, radio, haberdashery, ready-to-wear and other industries.

same terms, and required to live on its own earnings, watched from the standpoint of results.

Today it is the rule for factory-owned stores to be under the direct control of a stores organization. In some cases it is merely a department of the company; in others it is formally a separate corporation, all stock being owned by the company, and in essence just another department; in still other cases, however, the retail organization is actually a separate enterprise, with controlling shares held by the home company or holding company, and the rest in the hands of individuals.

Because manufacturers, with a few exceptions, have corporately distinct departments which manage their stores as the engineering departments oversee production, it is the popular opinion that retailing and manufacturing are laws unto themselves. Nothing could be further from the facts. The factory-owned stores divisions, whatever their form, are governed by the general policies of the company decided upon by company heads, like any other department. Every company has a man or group of men that is the company. Whatever the functional cleavage for executive control, all is directed from a common point. Yet one invariably hears that manufacturers are abandoning their stores to be separate corporations, after failing to make them pay. They have abandoned the details; but policies and general direction are fought out in the meeting of all departments.

Endicott Johnson, owning different

chains of shoe stores selling different grades of shoes, has incorporated each: Merit Shoe Stores, Inc., Father & Son Shoe Stores, Inc., and Endicott Johnson Corporation. They are dealt with, theoretically, as if they were unallied companies. The George E. Keith Company stores are operated by the Keith Stores Company, Inc. Factory-owned stores of the Cantilever Corporation are run as a separate corporation, just as any other retail company. The manufacturing com-



Though managed by a highly centralized organization, the G. R. Kinney store is urged and taught to become a part of the community it serves. E. H. Krom is president of the G. R. Kinney Company.

changing currents

pany owns one-third of the stock in the stores organization, and the balance is held by the interests in the producing concern. Like Walkover, Cantilever stores buy from the manufacturing company on the same terms as other retailers and must show a retail profit.

Ground Gripper, likewise, sells to its stores on the same basis as to its agencies, taking both a manufacturing and a retail profit. Beck-Hazzard Stores, as already explained, is the retail agent for two distinct manufacturers, both of whom also sell direct to other retailers and jobbers. Though maintaining separate offices, the stores company is directly supervised by the manufacturers. And again, the Diamond Shoe Corporation, manufacturing and holding company, sells its shoes to its subsidiary, A. S. Beck Corporation, on the same basis as to other dealers.

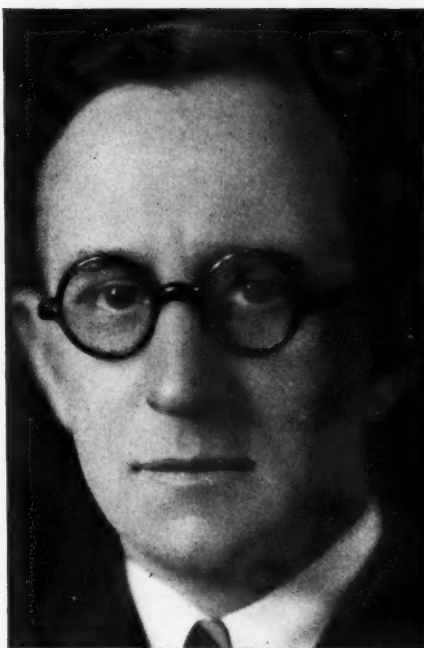
So on down the line; with only a few exceptions retailing organizations are treated as strangers for purposes of bookkeeping, but as one of the family when care is needed.

Modeled After the Chains

They are usually managed through an organization modeled after the chains, being split up, when the stores are numerous enough, into divisions and groups under territorial executives. Endicott Johnson, it should have been noticed, deems it desirable to differentiate between organizations selling different types of shoes.

The arrangement which exists between the Melville Shoe Corporation and some manufacturers is but another means of obtaining the same results. This is illustrated by the relations of its Thom McAn chain with the J. Franklin McElwain company. Under a working agreement the chain absorbs practically the entire output of the McElwain plants, allowing the manufacturer to concentrate on a minimum number of styles of uniform price. In effect, it is union of manufacturer and retailer, although no corporate structure obtains. Because of his proximity to the market, through close contact with the retail stores, the producer can speed up production on the strength of demands known in advance.

Before going further into the practices of manufacturers maintaining factory-owned stores, another equally important channel direct to the consumer, the exclusive agency, should be examined. And it will be seen that the most modern developments have



George H. Leach is vice-president of the George E. Keith Company which operates its stores through Keith Stores Company, Inc.

left little outward difference between them.

Manufacturers, almost without exception, prefer the exclusive agency to all other forms of distribution, establishing their own outlets only because they are necessary to meet conditions. This may be due somewhat to loyalty towards agents who are in many cases the backbone of the business; but, in the main, it is because the exclusive agency offers practically all the advantages of the factory-owned store without drawing further capital investment from the manufacturer. The preference, of course, is among manufacturers who are primarily manufacturers. Walkover, for instance, within the month had a choice in a particular center between starting a new store or adding an exclusive agency. It chose the latter, principally upon the advice of the retail stores manager.

The great trouble with the independent dealer, carrying many lines, has always been that his risks are so divided he follows the line of least resistance; with the result he pushes nothing. Buying from many sources, it is impossible for him to govern his stock with any efficiency. And, had he the ability, he could not as an individual afford the equipment.

Add to this the inclination of most small dealers to take all the traffic will bear, the manufacturer's expense of developing new accounts only to lose them, credit risks, the expense of shipping and handling small orders, and the small dealer's refusal or inability to plan ahead which causes a

rush at the peak of the season and a pause at the ebb—and it is not to be wondered why the Department of Commerce feels called upon to offer the small merchant solace in the form of pamphlets, or why manufacturers prefer to go around him.

It is a generally accepted rule that a man is a good shoe merchant to the extent to which he concentrates his risks. The exclusive agent, with his own money invested in a business and all of it invested in a single line, is eager to move his stock, and he can plan his purchases with some degree of accuracy. Especially if he has assistance.

Not only the manufacturer appreciates the advantage of an exclusive agent, with capital at stake; the chain is even more conscious of it. The big problem of the chain today is one of personnel. It springs from nothing peculiar to the chain; all large organizations face similar difficulties. Chain retailers feel it more acutely, for their units are so widely scattered that shoulder touch with the home office is missing.

Thus, today, we see organizations which originated at the extremes, converging. The manufacturer, having taken lessons in retailing from the chain and applied them to his factory-owned systems, is now busily engaged in setting the same principles to work on his exclusive agencies.

Tips From the Manufacturer

Whereas, the chain, having perfected the machinery of retailing, and appropriated the tools of production, is just as diligently carrying ideas from the manufacturer's classroom to his own.

With the manufacturer the movement is discernible in his efforts to bind exclusive agencies into a chain of privately owned, independent units.

The tendency of the chain may be seen, first, in a decided attempt to break its too firmly welded system into individual parts, resembling, so far as possible, the exclusive agency, yet retaining central control; and, secondly, in the chain's experiments with various types of bonus plans, employe stock ownership, etc., which will inject the feeling of proprietorship so desirable in exclusive agencies.

In a sense, an exclusive agent is a stockholder in a manufacturing company. For when he puts his money into location, fixtures and shoes, he is in reality investing in nothing but the good will of the manufacturer he represents. That his equity in the company is recognized by manufacturers is shown in their desire to hold him

and also their reluctance to lose him.

With these distinctions well in mind, scattered rivulets of distribution become part of the whole and are easily classified. Manufacturer and chain store owner, alike, have decided that the cold economics of chain distribution are sound. Both believe the machinery needs a soul such as is found in the exclusive agency. Each holds a part of Utopia. Consequently, we find both ends groping toward common ground.

For example:

Though managed by a highly centralized organization, the G. R. Kinney store is urged and taught to become a part of the community it serves. "All stores a combined unit; each store a single unit," amounts to a slogan of the company. Employee ownership is the heart of the plan; nearly all managers and employees are stockholders. A monthly bonus based on merchandise turnover, as well as on net profits, still further leans toward the feeling of private ownership. Managers are allowed to deal with merchant associations, chambers of commerce, etc., exactly as if they were sole proprietors.

Profit-Sharing Plan

The Melville Shoe Corporation, controlling the John Ward, the Rival and the Thom McAn chains, has a bonus or profit-sharing arrangement under which all executives and store managers work. New managers are selected from employees, and the wages of the sales force are determined by the Merit Award plan, a plan which considers the individual from all standpoints of value given the company.

The Footwear Guild, neither chain nor producer, but a corporation recently organized with the aim of bringing the chain's advantages of mass buying, skilled management and merchandising to the independent storekeeper, without forfeit of his independence, demands ownership in the company by participants in the scheme. It will distribute footwear and related products under the Guild brand, licensing stockholding manufacturers to make and stockholding retailers to sell its specified goods. (Inclusion of the ownership idea in this latest type of organization is but another signpost.)

From a long list of chain store systems, only a few companies could be found without a similar policy for stimulating the feeling of private ownership while retaining central control. Whatever the success of these many plans may be, should not enter into the question in any way. That conditions call for them, and experi-

ments are being made along those lines, are among the straws that point always in the same direction.

A survey of the methods of a few outstanding companies, as complete as reasonable space permits, will make self-evident the tendency to weld exclusive agencies into units closely resembling chain stores.

For this, companies widely divergent as to products, organization and origin, both chains and manufacturers, have been selected. However different in form or nomenclature, salient features of each will be seen to be identical in purpose.

I. Miller & Sons frequently establish

Saunders Norvell Writes About \$25 Door Keys— and Other Things

Saunders Norvell, the genial president of Remington Arms, will be back in SALES MANAGEMENT within the next two or three weeks with what the editors think is the best series of articles he has ever done.

The first one is about selling quality, and it is packed full of salty, amusing reminiscences drawn from Mr. Norvell's experiences as a salesman for the Simmons Hardware Company and as a sales executive of broad experience and wide contact. You will find the articles not only immensely helpful, but entertaining enough to sit up with until midnight.

exclusive agencies in department or specialty stores or other desirable locations by financing one of their own employees until his business is well under way. After the agency has reached the paying stage, the company withdraws its financial control, leaving the retail profits entirely to the manager. The store remains, however, virtually one of the company's chain; but Miller's interest in it is solely as an outlet for the factory's products on which the company takes the manufacturer's profit only.

The ninety agencies are expected to use the merchandising plan of the company, which is used in its factory-owned stores. In place of wholesale salesmen, Miller has service or merchandising men who live in their territories. They are not salesmen in any sense of the word, corresponding more nearly with the unit heads of chain store organizations. Once a

month they call on the retail managers and analyze their stock on hand and their sales for the last month by materials, heels, color and price. From this data a formula is worked out and purchases are planned for the next six weeks. Twenty-five per cent is allowed for error; hence 25 per cent of the order is held four weeks, at the end of which time the purchase is corrected by new information and placed with the company.

In addition, the home office receives daily and weekly reports from all agencies, containing the same items which the service man receives. By means of these, factory production is kept at an even pace, for it is sensitive to every turn of the market.

Compare the I. Miller merchandising plan for selling women's expensive shoes through exclusive agencies, with the G. R. Kinney Company's control of its 315 chain stores carrying moderately priced shoes for the whole family.

The management's efforts, rather than increasing the number of stores, has recently been directed more toward centralizing control of units, improving distribution methods and increasing sales efficiency by making each link an individual.

The Kinney System

The stock of each store is kept at a proper working balance by means of a system of daily reports to and from the factories and warehouse. Lines which move slowly in one store are transferred to another section where data shows the items are more favorably received. Men's and women's shoes are shipped directly from factory to store, without passing through the warehouse, because of the wide variety of styles and the rapid changes in customers' buying habits.

G. R. Kinney's system is strikingly similar to I. Miller's, yet one is for privately owned agencies and the other is for company-owned stores. And it does not differ greatly from the Brown Shoe Company's store plan, the plan of a company which neither owns nor finances retail outlets.

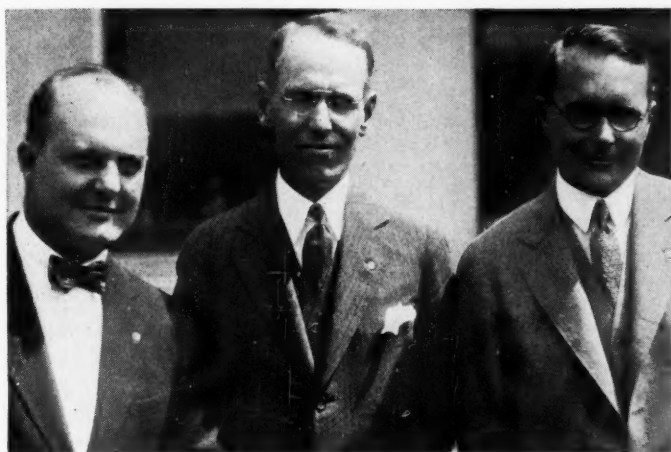
The company has allied itself with about 200 independent shoe dealers who operate Brownbilt and Buster Brown stores. These dealers receive no price advantages over the company's thousands of other retailers, but in return for weekly reports to the central office by which the company judges the market, they enjoy a merchandising counsel similar to the advice given by chain store heads.

Field men, each covering a certain number of merchants, circulate about their territory constantly, helping their

(Continued on page 802)

Graham Brothers Use Talking Movies to Reach Dealers

BY D. G. BAIRD



Robert C.
Vice-President

Joseph B.
President

Ray A.
Secretary-Treasurer

Like the airplane, the talking motion picture is already being seized upon by alert sales managers and made into a selling tool. Because Sales Management believes that marketing executives are now, more than ever before, seeking opportunities to keep sales efforts in step with the times, further facts are now being gathered about talking pictures. They will be presented soon.

WHAT is said to be one of the first commercial uses* of the talking-motion picture, as well as of portable projectors of this kind, is being made by the three Graham brothers, who head the Graham-Paige Motors Corporation, to carry a message to Graham-Paige distributors and dealers throughout the country.

The occasion is a dealer convention, to be held in Detroit in January, which is considered of such paramount importance that, had it been at all practicable, the chief executives of the corporation would have toured the country in person to urge every Graham-Paige dealer and other sales representative to be present. As this, of course, was not practicable, they have employed this new scientific marvel to take them and their message to the dealers in a manner that is perhaps even more impressive than a personal appearance. As a result, the dealers, instead of receiving a form letter urging them to attend the convention, or of being extended a personal invitation through a minor representative of the corporation, are addressed by the chief executives in their own voices, with all their

naturalness of gesture and intonation and with all their warmth of sincerity and personality.

The presentation, which occupies about thirty-five minutes, begins with a flourish of trumpets which calls the meeting to attention, whereupon Lionel Atwill, the actor, appears in the costume of a mediaeval knight and speaks a prologue to the general effect that there is as great opportunity today to practice the virtues of courage, integrity and unity of purpose as there was in days of old, when knights were bold, and that this is the aim of the Graham-Paige Legion. The Graham-Paige Legion is a fraternal-business organization of Graham-Paige salespeople which stresses courage, integrity and unity of purpose and is modeled on knighthood, and the "atmosphere" of the picture throughout is one of mediaeval times, with considerable incidental action by a legion of knights in armor.

Music is provided by Roxy's orchestra.

While the operator is changing reels, the distributor in whose territory the performance is being given makes a brief talk suitable to the occasion. The lights are then turned out and on the screen Joseph B. Graham's signature is written out, followed by the appearance of the president, who

proceeds to review the progress made by the corporation during 1928, to outline the plans for 1929 and to invite the dealers to come to Detroit and see the Graham-Paige factories there and in Wayne, Michigan, which have been doubled in size since the three Graham brothers assumed control in 1927.

Ray A. Graham, secretary-treasurer, appears next and makes a talk about the Graham-Paige Legion, expresses his appreciation of what has been accomplished during the year that is drawing to a close, and adds his invitation to that of the president to all the dealers to attend the forthcoming convention.

The third reel presents Robert C. Graham, vice-president in charge of sales, who tells of the great sales record made in 1928, emphasizes the progress made in the foreign field, and extends a stirring invitation to all the dealers to attend that convention.

It is an interesting fact that one of Robert Graham's recordings was made in London. One had been made in America before he sailed, but it was unsatisfactory, so another was made in London, thus providing another example of the amazing flexibility of this new medium. It so happened, however, that the London

(Continued on page 810)

*The Dictaphone Corporation used a Bristolphone talking picture demonstration plan early in 1928.

An Outline of Mergers

5. How the Endless Chain of Sidelines and By-products Forces Mergers

IT would seem that it is almost essential for the present-day commercial organization to be big. That is, it has to be big if it wants to be numbered among the outstanding successes in the business world.

In the previous article we saw that it is becoming necessary for manufacturers in many fields to become big, so as to place themselves on a parity with their chain store and department store distributors. In other lines

manufacturers have been obliged to go into retailing to bolster up their selling where it is in the hands of weak dealers.

In fact, bigness has so many advantages that a company is missing numerous opportunities if it deliberately elects to remain small. Of course, most concerns do not choose to remain small of their own volition. They would prefer to grow but are finding the process of growth a long and tedious business. Many companies have discovered mergers to be a way out of this difficulty. They achieved more growth overnight, by joining a merger, than they ordinarily would achieve in many years.

Once these companies have attained a larger stature they can do many things that were beyond them before.

For instance, in all larger cities and in many smaller places rents in the best shopping centers have risen to such lofty altitudes that only the house that is financially strong is able to negotiate for these locations. Leases are customarily based on long periods, ranging, as a rule, from forty to ninety-nine years. The total rent involved in the transaction usually runs into millions. Only a company of unquestionable financial responsibility is capable of making such a lease.

The F. W. Woolworth Company, for example, recently rented a building on Broadway in New York City for fifty years. The aggregate net rental involved is \$4,750,000. The same company rented a store on 14th Street in New York for forty-two years at an approximate total rental of \$3,500,000. The Lefcourt Realty Company is putting up a forty-story building on 43rd Street and Fifth Avenue in New York. The site cost Mr. Lefcourt \$6,500,000. The structure will cost \$10,000,000. The ground floor has been rented to the John David Stores. The figure involved in this deal rep-

Wealthy men who are looking for investments form another powerful influence in the present merger epidemic. The Fisher Brothers have figured in a number of recent amalgamations.

(Below) Fred J. Fisher.



U. & U.

A common expansion policy today involves the placing of wealthy, influential men on boards of directors. Alfred P. Sloan, Jr., for example, was not long ago made a director of the Nickel Plate road.

Raising and selling bananas eventually brought the United Fruit Company into the passenger steamship business. (Center) Victor M. Cutter, president.



Blank-Stoller

U. & U.



resents vastly more money for rent alone than the average small retailer could gather in a long life.

Many of the chain store companies, especially the older ones, have real estate subsidiaries. To get suitable locations for the stores these real estate divisions not only lease stores, but also lease entire buildings and whole blocks, if it is necessary. In some cases buildings are bought, if they can be obtained in no other way. It is claimed that the Schulte Real Estate Company, just to cite one incident, has purchased more than \$36,000,000 worth of real estate in the last three years.

Because of the activity of these large operators, the small merchant is automatically crowded out of the good retail locations. In fact, it is becoming increasingly difficult for the individual to get on the main city thoroughfares at all. The individual is obviously not justified in renting

beyond his life expectancy and building owners are reluctant to place store leases on such an insecure basis. This is forcing individual merchants to accept less desirable locations, such as in office buildings, in arcades, in leased departments and on side streets.

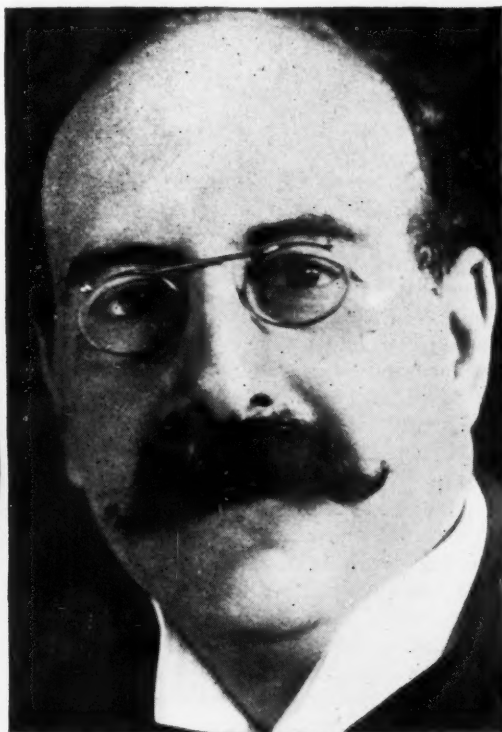
The larger organization that is adequately financed can take advantage of many opportunities that the small business man cannot even consider. For example, when the Eighteenth Amendment went into effect, Park & Tilford had a \$5,000,000 stock of Overholt rye whiskey on hand. Instead of becoming panicky, as would a smaller concern under similar circumstances, Park & Tilford sat tight. Presently they began distributing their Overholt stock in small quantities



to the drug trade for medicinal uses. This distribution is still going on, nearly ten years later. It is said that Park & Tilford are realizing a handsome profit on their original investment. A house not so well financed would have had to sacrifice the stock long ago and of course would have lost heavily on the deal.

Rich men looking for investments form another most powerful influence in the present merger epidemic. The shadows of a dozen or fifteen wealthy men, such as Fisher brothers, David Schulte, A. W. Cutten and Pierre DuPont, could have been observed behind any number of recent amalgamations. These men are not only obliged to find a profitable outlet for their rapidly accumulating funds, but what is much more important, particularly from the viewpoint of this series, they are forced to acquire additional properties in order to protect their present investments.

These men realize that once a business becomes big, it cannot be allowed to grow small again. They know that declining industries must be bolstered up by consolidating them with thriving industries. Businesses that are affected by fashion have to be strengthened by uniting them with more staple fields. Since lightning-like changes are the order of the day, the single-capacity manufacturer is not in a secure position. He would be better able to cope with the decrees of style if he had a family of products. Thus the man of many interests is



U. & U.

Ford's by-products and sidelines include a railroad, a steamship line, the manufacture of fuel briquettes, and many other enterprises.

(Center) Sir Alfred Mond (Lord Melchett) regarded as Britain's greatest industrialist, was the moving spirit behind the International Nickel merger.

(Above, right) B. G. Dahlberg's company was organized to utilize a waste product and then had to go in the sugar cane business to create more waste.

compelled to keep extending those interests. He is in somewhat the same predicament as the fellow who had hold of a bear's tail.

The DuPont family is a striking illustration. The DuPonts have been in the powder business for several generations. Until about twenty years ago they confined themselves pretty much to the making of explosives. But in recent years, especially since the conclusion of the war, they have extended their interests into a dozen different industries.

The DuPonts entered these various fields, partially to find a profitable lodging place for their surplus money, but more particularly because the war so broadened the scope of gun powder chemistry that the manufacturing of explosives has now expanded to include rayon, lacquer, cellophane and numerous other synthetic products. While the DuPonts are supposed to have invaded every business on earth, really they are still sticking to gun powder. The gun powder industry has taken to Seven League boots and the DuPonts are doing their best to keep up with it. So far they have been doing handsomely.

Motors and Gun Powder

Even when the family got into the automobile business, as they did when Pierre became chairman of General Motors, the step was not such a wide departure from gun powder as might be supposed. General Motors was the biggest user of Duco, and quite aside from the fact that General Motors offered a good investment for DuPont money, the link-up between the two companies was not illogical.

Today a common expansion policy is for a corporation to invite wealthy, influential men to become members of their board of directors. Thompson-Starrett Company, Inc., the well-known construction concern, recently adopted this course. The company was enlarged and reincorporated. Here are the names of some men who are on the new board of directors: Walter P. Chrysler, William Wrigley, Jr., D. A. Schulte, Charles Hayden and Richard F. Hoyt of Hayden Stone and Company, John W. Prentiss, Morgan J. O'Brien and several others of similar calibre. Mr. Prentiss, by the way, is the banker who once offered Henry Ford two billion dollars for his business.

This board will help Thompson-Starrett in many ways. Louis J. Horowitz, chairman, in commenting on his board, said: "It is expected these affiliations will permit the new company to offer financial aid along conservative lines to clients in need of such facilities for sound projects."

This also explains why the railroads are so anxious to get the motor car magnates on their boards of directors. Just a few months ago the ever-shrewd Ven Sweringen brothers placed Mr. Chrysler on the Erie railroad board. Not long before Alfred P. Sloan, Jr., president of the General Motors Corporation, was made a Nickel Plate director. While it is true that these able executives will add immeasurable strength to any railroad board, the fact should not be overlooked that these men control a mighty volume of freight. The railroads are good horse traders. They give their business to the concerns in an industry that give them the biggest volume of freight.

To a great degree, motor car shipments are consoling the railroads for the decline in coal traffic. At least 50 per cent of the freight on such railroads as the Erie, Lehigh Valley, Delaware & Hudson, Lackawanna and New York, and Ontario & Western consisted of coal. Coal business is still good, but it is dropping off so noticeably that the railroads are not neglecting any new sources of tonnage.

The importance of coal as a revenue producer, incidentally, explains why so many of our Eastern railroads are in coal mining. By operating coal mines, the railroads not only derived a profit from that outside activity, but they also made sure of getting the job of hauling the coal from their own mines. The Government, a few years ago, decided this tie-up between the mines and the roads was too close and ordered a segregation of the properties. Nevertheless, the scheme was in operation so many years that it accomplished its purpose.

Coal Aided Development

In fact, were it not for coal, the development of railroading in this country would have been greatly retarded. The value of coal as a fuel was discovered about a hundred years ago. Anthracite was found in the mountains of Pennsylvania. After it was demonstrated that it would burn, the next problem was to get it to the big cities. To bring the coal to New York City, the most promising market at the time, the Delaware and Hudson Canal was built from Honesdale, Pennsylvania, to Kingston, New York. The first sloop of coal to come over the canal arrived in Manhattan December 10, 1828.

The Delaware and Hudson Canal was the forerunner of the railroad of the same name. Oddly enough the first few miles of the company's rail system was built as a feeder for the canal, just as many of the railroads are today operating bus and truck lines as feeders for the rails. I believe that

practically all our first railroads were run as feeders.

While we are on the subject, it might be well to note that the Delaware and Hudson railroad is an outstanding example of the way a railroad finds it necessary to keep reaching out for sidelines that are both capable of producing income on their own hook and also of supplementing the work of the system so as to protect its original business. The Delaware and Hudson Company, in addition to being a giant factor in coal, also operates vessels on lakes, such as on Lake George in New York. It also runs hotels. A railroad traversing a resort country must go in for all the concomitants of resort trade. That is why we find so many railroads operating hotels and sightseeing buses, renting out canoes, providing pack horses, guides, etc.

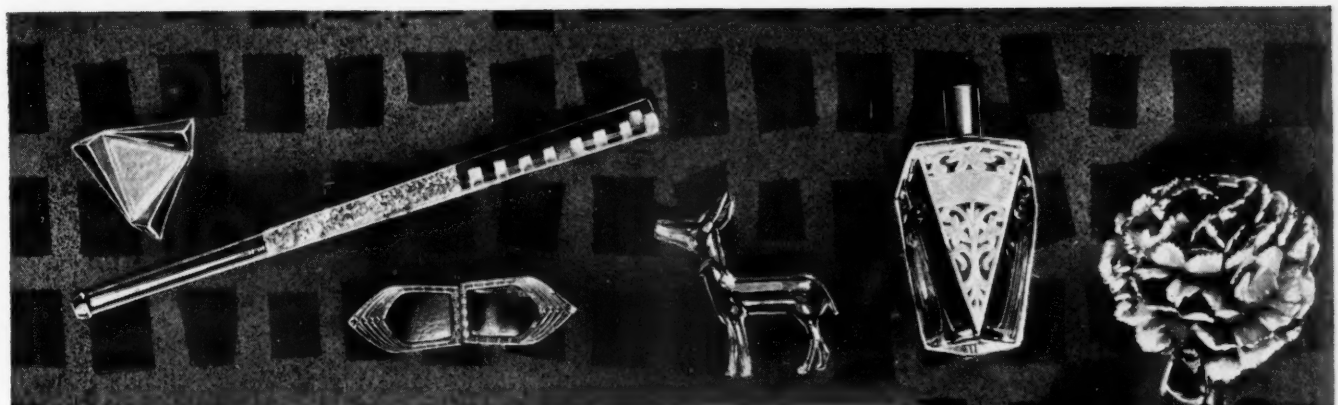
Bananas and Boats

It is almost impossible for a big concern to stick absolutely to its original interest. Take the United Fruit Company. Its reason for existence is the banana business. But it could not grow, pick and transport bananas without railroads, villages for workmen, hospitals, steamship lines and all sorts of other enterprises that remove it a great distance from its first objective. For instance, when a line of steamships was acquired, the company soon saw that the boats could not be confined to United Fruit business. Outside cargos had to be solicited. It also became necessary to carry passengers. To accommodate passengers, it became obligatory to run hotels at certain places. Before many years had elapsed, its affairs had grown so ramified that its founders would not have recognized it, had they not been associated with the organization throughout its upbringing. No step that the company took seems superfluous. Every advance it made appeared to be needed as a protection to existing properties.

B. G. Dahlberg has been cutting a wide swath in the business world in late years. He is the man who thought of the idea of utilizing sugar cane waste (bagasse) for the making of synthetic lumber. Celotex is the product of that idea.

When Mr. Dahlberg first began using bagasse there seemed to be enough of that material to carpet the world several miles deep. However, Celotex turned out to be such a success that in a few years it took all of the available domestic supply of cane waste. Mr. Dahlberg saw that he would have to get into the raising of sugar cane, so as to be able to create

(Continued on page 804)



The Five and Ten Goes Modern

Is the five and ten-cent store a good place to gauge buying trends? Behind the touch of whimsical observation in this story is a suggestion for manufacturers of standard goods. It shows that the ten-cent counter has gone "moderne" from knives to lampshades and that the manufacturers of standard merchandise must step lively to keep ahead of the alert imitativeness of the makers of variety store goods.

BY THODA COCROFT

THE fate of the modernistic vogue still seems to hang teetering in the public fancy. Like the young lady taken in companionate marriage, industry as a whole has accepted Miss Modernity with plenty of reservations, not to mention ample provisions for a hasty separation involving none of the trouble or expense of a formal divorce.

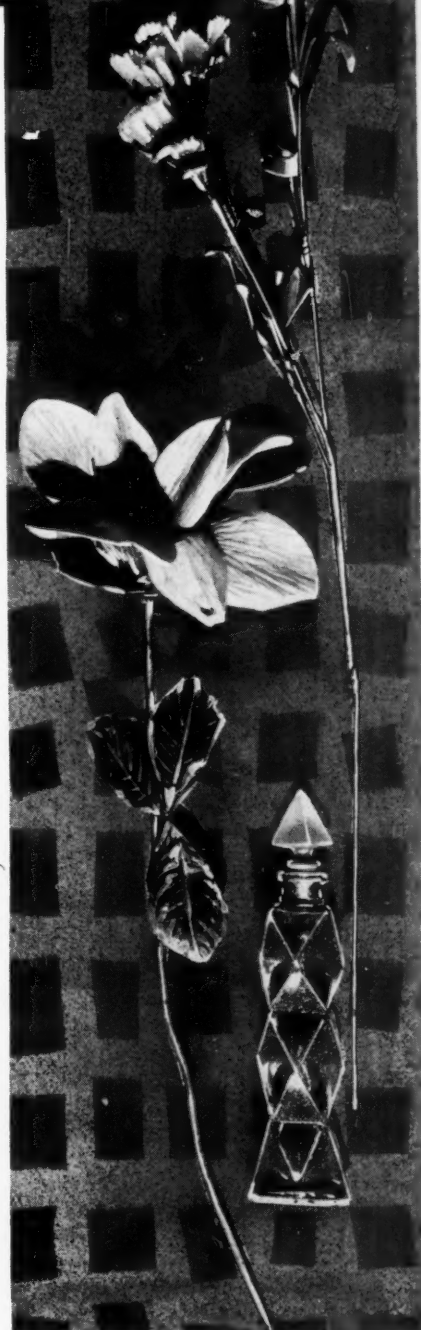
Inquiring for modernistic window draperies in one of New York's largest department stores, there were none to be had. The young lady clerk, wiser than most of the clerking sisterhood, said regretfully that the only modern drapes which had been in stock were imported fabrics sold out almost as soon as they had come in. She knew of no domestic modern materials expected in stock, but nevertheless called the buyer for confirmation. "The domestic manufacturers are afraid of it," the buyer said, outlining the dire results should the modern vogue blow away overnight and manufacturers of modernistic win-

dow drapes be left with bolts and bolts of material on their hands.

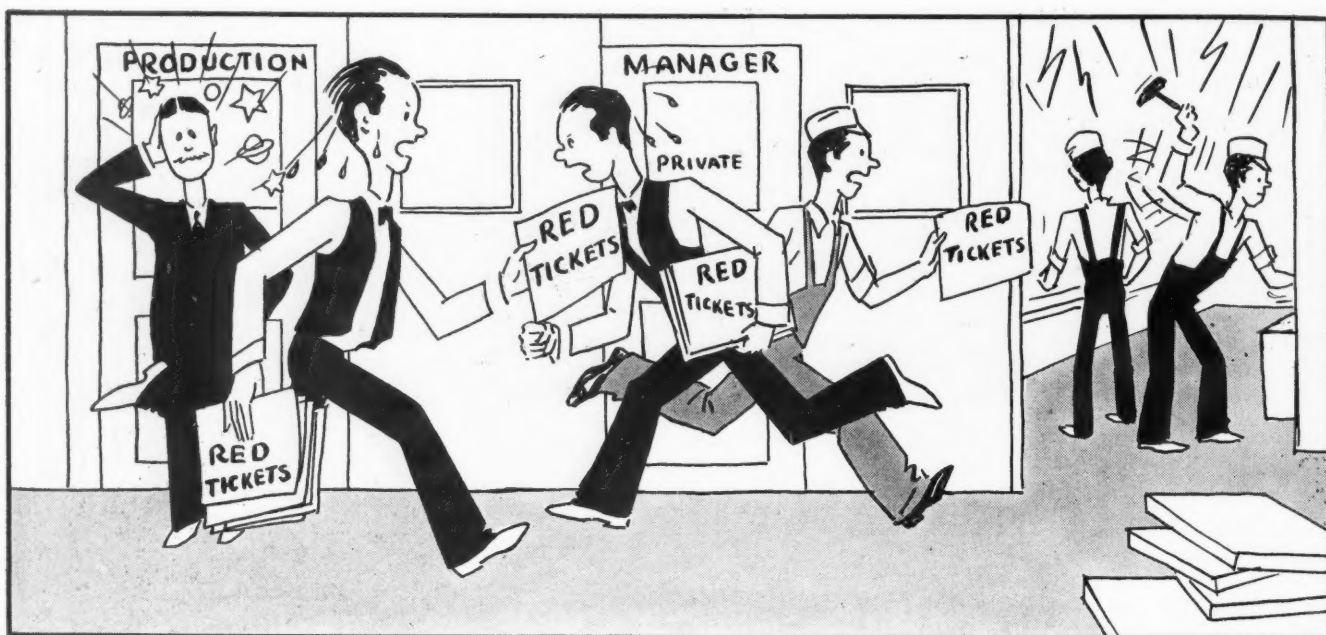
But there is one field where *l'art moderne* has boldly walked in and claimed her bridegroom with all the ostentation of holy matrimony and none of its accompanying qualms. Blue elephants, glass flowers, canary-yellow pancake flappers, aquamarine toilet-paper holders, cerulean toothbrush mugs, polychrome coffee cups, ruby-handled egg beaters, vermilion hat stands, saffron salad servers are only a few of the flourishing indications that the Five and Ten has taken a headlong dive into Modern Art and come up fresh-faced and smiling, displaying counter after counter of Five-and-Ten-cent staples, all touched with the voguish *moderne* spirit.

At least fifty articles counted in a Woolworth *magasin* exhibit what the art connoisseurs have been pleased to call "modernistic feeling." Some of this merchandise is boldly and unqualifiedly modern in both color and

(Continued on page 808)



Not from one of Fifth Avenue's exclusive shops, but from the Five and Ten! Are some of the standard manufacturers asleep at the switch in modern design and color developments?



The Salesman Who Sends in

VIC MORRIS was one of the best salesmen who ever wheedled a baggageman out of an excess weight charge. He had none of the conventional faults of salesmen. He could drink or let it alone. He worked as hard on Saturdays as he did on Wednesdays. He seldom cut prices, and I never remember hearing him complain that he needed more territory. In spite of his genuine brilliance as a salesman he had none of the prima donna characteristics for which we must forgive so many brilliant salesmen. He didn't even complain about making out reports! His expense accounts were generous but honest, and not even the treasurer ever objected to them. His sales record could stand generous expense allowances.

All Orders Were Rush

His only fault was rush orders. He had no patience with what he conceived to be red tape, nor did he understand why every order couldn't be shipped the same day it was received. Occasionally when he visited the factory I used to beg him to slow up on rush orders. I tried to show him how much more difficult it was to make a profit on rush orders than on orders which go through the regular routine. But he would not listen.

His idea was that the customers' slightest whim should be catered to, and he made a great point of the prompt service we were able to offer. But he rode a good horse to death.

Have you a salesman with the "rush order" habit? One who wants every order he sends in to be shipped out the day it is received? That was Vic Morris' only fault but it was a mighty expensive one. How he was cured, and then in turn converted the other salesmen who had the same habit, is told here.

One day he wrote on an order, "Must be in customer's hands by April 15." The order slipped through the sales department, and even got by the hawk-eyed clerk in the credit department, who was supposed to catch every flaw in the orders.

The order was shipped in plenty of time, even though the production department had to work at breakneck speed to get it out. But something happened to the shipment and the merchandise didn't reach the customer until ten days after the specified date. Without permission from us, and without consulting Vic, the customer shipped back the entire lot of merchandise, although it was made up specially for him, with special markings. The merchandise was worthless to us. I was away at the time and the credit department turned the problem over to the legal department, who threatened suit, only to find that the customer had us by the tail with a downhill pull. That pesky clause, "must be in customer's hands by April 15," tied our hands. We finally

got a compromise offer and, although there was a sizable loss, we managed to get a figure that came within hailing distance of actual cost.

After this loss I made up my mind to try to break Vic of his habit of writing "rush" or specifying exact shipping dates on nearly every order. I knew there was no use writing letters to him about it, so I waited until he visited the factory.

After he had enjoyed a lunch with the president of the company, when his compensation had been adjusted for the coming year, and he was almost ready to go back home, I mentioned the subject of rush orders.

"Why bring that up?" was his only answer. But I had a plan.

I said: "Vic, I blame myself for your many rush orders. I know you wouldn't intentionally run up our production cost by flooding us with rush orders. It is my fault that I haven't shown you just what it means to put through one of your 'must be shipped at once' orders. So I am going to take a rush order, and by means of



too Many Red Ticket Orders

BY JOHN M. GARTH

a personally conducted tour of the plant show you what happens when instant shipment is demanded."

He agreed to listen to reason if I could show him why rush orders cost more than regular orders.

"Here's the order," I began, picking a rush order out of the morning's mail. "We can't begin work on this order until it goes to the order department. When we put this red ticket on it, which means 'rush,' we virtually say to everybody who will touch it, 'Stop everything and work on this order.' But the red ticket must go on. We enter the order on the sales record. Now we'll step over to the credit department. We ask them to drop everything and pass on this order. The credit manager may be in court; he may be attending a creditors' meeting, or going over the balance sheet of a visiting customer. So the order, if it isn't delayed, must break in on whatever he is doing and demand attention. Somebody must follow through that red ticket order and see that no one delays it.

Production Man's Job

"From the credit department the order goes to the production man, who analyzes it, makes out orders for every part that goes into the finished merchandise. He must make a special ticket for every department, check up the stock of parts, and send an order to each department to deliver the right quantity of parts to the assembly department."

At this point I introduced Vic to the production man, who showed Vic just how an order is handled. He picked out from his files the card records of parts stock, one card for each part, and flipped them down on his desk as though they were poker cards. Vic was amazed at all this. There were far more parts than he had suspected. From the production man we followed the order through the various departments, and let Vic listen in on a telephone conversation with the die-maker, who at first swore he couldn't make the special dies for stamping the customer's name on the goods inside of ten days, but who finally agreed to turn out the dies "day after tomorrow."

Then we took Vic through each department and showed him how far a rush order will go toward upsetting everything. We showed him machines working big orders and long runs, which had to be stopped, reset and put to work on the rush order, upsetting a carefully planned schedule. By the time Vic had followed that rush order through the entire plant he was ready to give up.

"Why in thunder didn't you tell me all this before?" he asked. "I can see that what I thought was a lot of red tape are nothing but absolutely essential records to keep everything from getting hopelessly jammed. But you never told me, and I thought it

was a great stunt to tickle customers by giving them special rush service. I'm cured."

There were other salesmen who were nearly as bad about rush orders as Vic. After he asked me, "Why didn't you tell me all this before?" it came home to me that this rush order habit was largely my fault. I had never put the facts before the men. True, I had written to them. I had often jacked them up about it, but solely in general terms. I had claimed that rush orders cost us too much, but I had failed to show them *why*.

Converting the Others

Suddenly it occurred to me that if I could persuade Vic to write an account of his conversion—to tell the other salesmen in his own words what he had seen on our personally conducted tour with a rush order, that it would have the same effect on the other men as it did on Vic. So I persuaded Vic to write an account of his experience. He had a terrible time writing the story. He afterwards told me that he spent every night for a week getting the story on paper. But when it was finished it was a corking good story, written in his own style, which is no great shakes so far as the King's English is concerned, but which was breezy, colorful and

(Continued on page 803)

New Ways to Make Sales Letters Pay

No. 5. New Orders from Old Customers

BY EDWARD H. SCHULZE

This is the final article in a series of five by Mr. Schulze on sales letters. The first dealt with "Breaking the Ice for the First Letter"; the second, "Culling Mailing Lists for Intensive Work"; the third, "Taking the Guesswork Out of the Follow-up," and the fourth, "Salvaging the Deferred Order."

IN the famous lecture, "Acres of Diamonds," the story is told, you may remember, of the man who sold his farm since he felt sure there was a greater chance for him to make money if he went out into the world and found success. And after traveling all over the earth without finding the success he had hoped to attain, he finally came home only to learn that the farm he had given up had become one of the world's most famous diamond mines. A fortune, beyond the dreams of man, had laid at his very door, and he had passed it by in seeking fortune elsewhere.

It is a strange thing how many business men will devote considerable time, money and effort in going after new business when the business already on their books is greatly undersold. In their search for new business they overlook the rich possibilities for profit that exist in the business they already have on their books.

A manufacturer of hat linings in New York City recently called in a sales specialist with the idea of learning how he could get a greater share of business. He felt sure that if he could get as many new accounts on his books as he already had he would have enough business to keep him busy for years to come.

An analysis of his 400 present accounts caused the sales specialist to recommend that before any thought be given to getting new accounts, he first chart the probable requirements of each account now sold, and, against this, show the actual purchases. This was done. And some amazing facts

were uncovered. Customers who should have been using 100,000 linings a year were buying only 25,000. Those who should be buying 25,000 were ordering only 10,000. The final tabulation showed that if the 400 customers already on the books of the manufacturer bought what they could and should buy (of that manufacturer) he would have as much business, *right from his present accounts*, as though he had gone to the effort and expense of adding 400 more accounts.

And so the president of the company outlined a letter to each customer. This was mailed just previous to the next call of the company's salesman. The letter was phrased somewhat like this:

Attention of Merchandise Director.

Yesterday I saw from reports of our sales manager, Mr. Greene, that you were not buying linings for all your better-grade hats.

No doubt some manufacturers from whom you are buying the hats themselves have not clearly understood that you wanted them to use the same high quality of linings you have always used.

Since linings have always satisfied your patrons I know you do not want to take chances with what may be an inferior substitute.

I have asked our Mr. Samuels to discuss this with you on, when he will make his regular call.

At last reports this manufacturer's business had grown by leaps and bounds. All plans for developing more new accounts have been post-

poned. The time formerly spent soliciting new business is now given by salesmen to better servicing of present accounts. Helping them increase their volume of orders. Money that would have been spent getting new business was left in the bank. The manufacturer realized that his present customer was some competitor's prospect. By taking better care of what he already had, sales increased and costs were lowered.

A manufacturer of food specialties began to analyze his accounts and was surprised to learn that if he concentrated his advertising and selling effort on territories where he was getting only 20 per cent of the potential business, he would make a lot more money and be able to give customers far better service than in scattering his sales all over the country and in some territories where the business did not pay even after he got it.

More Convincing Facts

And so he planned a series of short but convincing sales letters. One series went to jobbers. Another series went to dealers. These letters told of specific instances where sales of the product had been increased and how. They furnished both the jobber and dealer with convincing facts—not mere "buy more" arguments. One letter read this way:

Dear Mr. Cramer:

I was asking Mr. Williams of the Williams and Starr Stores why he was using 26 per cent more this season than last; and how this year's sales of had increased 40 per cent over 1927. He said:

"I find sells very easily when used to bring in new trade on Saturdays. We make up an attractive window display with a special inducement offer. It works like a charm."

I'm showing on enclosed folder the display Mr. Williams refers to, also the special inducement. If this can bring YOU 50 new customers next Saturday isn't it worth trying?

Sincerely yours,



Photo by Lazarnick

"Money that would have been spent in getting new business was left in the bank."

A department store, having some 60,000 charge patrons, felt the need for more sales. Their natural inclination was to go after more charge accounts. Practically every department store in America today is making that same mistake.

A Charge Account Analysis

However, it was recommended that they make an analysis of their present charge accounts, determining first the credit limitation of the patron and against this the purchases by departments. And what a surprise. Fully 90 per cent of the present charge patrons were buying only in certain departments of the store. Instead of being sold on the complete store service, instead of intensive mail methods being employed to increase present charge patrons' interest in departments other than those they already patronized, customers who should have been buying \$300 to \$500 a year minimum from the store were buying as little as \$50 and \$100. Stores which, because of their exceptional facilities, either as to location, delivery service, quality of merchandise or prices, should have been getting at least half of the patron's business were not get-

ting a fifth. Is it any wonder such stores had to mark up their merchandise to an unreasonable extent and burden the manufacturer with demands for goods at cost so they (the stores) could make some profit?

There is hardly a business but where an intensive drive on present customers would fail to increase sales and lower selling costs. What more could you ask than a satisfied customer as a means for your further sales expansion? Here the product is well known, the customer is satisfied, surely everything is in favor of inducing the present user to buy more of what you have to sell. True, you may have to help him use more before he can buy more. You may have to help him to help yourself. But if the market is there why not get your full share of the business?

Ask your accounting department to give you a list of 50 to 100 of your average customer accounts. Get your rating book, town population or some other guide that will indicate the potential business that should be received from that customer. Then see for yourself how often your customer's yearly sales are \$100 when they should be \$300, or \$300 when they should

be \$1,000, or \$1,000 when they should be \$5,000.

Get more sales from present accounts. How? Not by asking for the business. But by telling them how they can, or why they could, profitably do a greater business with you. The proper kind of sales letters will do this job economically and effectively. Nothing will make a letter so interesting as actual instances of the experience of some pleased customer. We are all interested in the "other fellow's" experiences with your concern. Give a thought to this question of the business that is at your very door instead of the business which you think can be developed in the distant places.

A Good Keynote for 1929

Almost every company and every industry which has given thought to this problem of more business from old customers has been able to develop plans which have paid handsomely. It is much cheaper, arouses less bitter competition, and binds old customers more closely. It may even be a good keynote for all sales and promotion efforts for 1929—to obtain more new orders from old customers.

Ford Buys Good Will in England by Favoring the Small Investor

SUNDRY brokers within the confines of that vague region known as "Wall Street" are credibly reported to be materially embarrassed over the cabled announcement from London that, in the financing of the new Ford Motor Company, Ltd., of England, Mr. Ford had requested that small British investors be favored in allotments of the stock. According to the estimate of the *New York Times*, brokers here had obligated themselves to deliver several hundred thousand shares of the London offering of 2,800,000 shares, one house alone having sold to American investors as high as 65,000 shares. Coming on top of the report that the issue was oversubscribed twenty times, Mr. Ford's request that the London bankers favor small investors in England is expected to leave some of the brethren extremely high and dry. Some brokers are reported to have sold the stock with the understanding that deliveries were dependent upon the allotment that might be made to the United States, and some sold only after they had arranged to acquire the shares from British investors. Others, however, gleefully "made a market" for the securities at prices ranging from \$7 up to \$10.50 a share (one pound, par value) and are now said to be confronted with the necessity of traveling to London to corral whatever floating supply may be available.

Didn't Need the Money

The main point of interest in the situation is not, however, the plight of the brokers who are finding themselves short of British Ford stock which they have contracted to deliver, but the extraordinary selling strategy displayed by Henry Ford in favoring the small British investors who collectively constitute the market for the output of the company. Mr. Ford, it is safe to say, did not particularly need to raise any additional capital in order to finance his English production, and all the reports from London are perfectly frank in stating that the purpose of the financing is to popularize the Ford car in Great Britain. The widespread distribution of this stock in the hands of small investors in the immediate market, whose subscriptions are to be favored by orders from headquarters, simply tends to create an active army of live prospects for Ford cars, and a

legion of boosters for Ford production. More than that, it definitely identifies the English Ford as a British production, and goes a long way towards overcoming the prejudice that exists in some quarters against the "American invasion" of the home market. In neglecting to make any definite allotment of stock to the American market (as was done in the case of Marconi Wireless and other foreign flotations), and in insisting upon favoring the small investor, Mr. Ford is exercising the highest type of sales judgment, even though it does cause embarrassment in Wall Street. He is in reality buying about the best kind of advertising there is, at a rate that is so low as to be positively ridiculous.

Customer-Ownership

The advantages of customer-ownership are well enough understood, in theory at least, and some very striking applications of it have been made, particularly in the field of public utilities. With the general run of industrial securities, however, customer-ownership is still very largely a hit-or-miss affair. Once in a blue moon the consuming public comes into the market with an orgy of speculation such as we have been witnessing these past few months, and then the interest dies down again until the next spasm. Nobody seems to know when the popular enthusiasm for this type of amusement is going to boil over, and nobody knows either how soon it will evaporate. Through advertising, we have been able to organize (and thus practically to control) the public interest in nearly everything else, from automobiles to tooth-brushes, but the public interest in the securities market appears to defy all the efforts that have yet been made to organize it.

The great difficulty seems to be the fact that the advertising of financial offerings (with a few conspicuous exceptions) does not effectively "reach" the mass of the consuming public at all. It is written in the first place for the mentality of the more or less experienced investor, and it is placed in mediums which are selected for their appeal to this particular group. The truth is that to a very great extent the members of the financial community are engaged in advertising almost exclusively to the customers of one another, and the great mass of the pub-

lic is still being educated by getting its fingers burned and its eyebrows singed by playing with matches.

It hardly needs any demonstration that a concern like the Radio Corporation, for example, would profit in the highest possible degree by having its public offering of stock diffused a la British Ford in the hands of the customers and prospective customers for radio entertainment. Instead it is the football of a feverish passion of speculation, here today and gone tomorrow. The same principle applies to Coty, to Beechnut Packing, to Canada Dry, to Woolworth or Montgomery Ward. The best market insurance, and the cheapest, that any merchandising concern could buy would be widespread consumer-ownership. But the great mass of the public still defies the control of the financial overlords, by remaining apathetic or stampeding the market like so many wild bulls from Bashan. The financial houses will give you any number of reasons, of course, why advertising cannot succeed in bringing this public interest under some semblance of control. But having seen what advertising has been able to accomplish in other directions, we wonder if the job would really be so hopeless—providing it were tried.

\$100,000,000 Lumber Corporation Formed

The Pacific Atlantic Lumber Corporation, supervising the output of ten companies operating in Washington and Oregon, and valued at more than \$100,000,000, has just been formed. The companies involved are Sudden & Christenson, Charles R. McCormick Lumber Company, Charles Nelson Company, Hoquiam Lumber & Shingle Company, Hulbert Mill Company, American Mill Company, Lewis Mill & Timber Company, Raymond Lumber Company, Crown Lumber Company and St. Paul & Tacoma Company. The new corporation is expected to get under way early in 1929, with offices in principal ports on both the East and West coasts. William H. Talbot, head of Pope & Talbot of San Francisco, will be president.

Trade Publications, Inc., are now located at 235 East 45th Street, New York City.



Giving the Public What They Want at a Price They Can Afford to Pay is What Has Made Walter B. Cooke, Inc., One of the Largest Undertakers in the U. S.

New Funeral Home of Walter B. Cooke

INCORPORATED

**12 BEAUTIFULLY FURNISHED REPOSING
ROOMS, EACH IN A DIFFERENT COLOR SCHEME**



One West 190th Street, Corner of Jerome Avenue

This beautifully furnished building is an added measure of service without any extra charge and is the result of years of honest and faithful service to the public.

Undoubtedly the most beautiful, largest and finest FUNERAL HOME of its kind in New York City, having every known comfort for the bereaved.

Complete \$150 Auto Funeral

Read What I Will Furnish



Half Couch Casket, as illustrated above, in polished hardwood, black or any color finish trimmed with silver key extension handles engraved name plate and lined with silk with pillow to match. Spreads outside burial box with matress. Removable handles from any hospital in Greater New York. Embalming and casket at Manhattan. Gentlemen's suit or lady's dress. One of cardholders and casket, when requested. Use of casket and a down chair and pillow. Flowers or door. Precious Burial permits. Automobile Hearse. 1 Locomotive to any Cemetery in Greater New York. Delivering free to cemetery. **\$150**

Total Cost

Complete \$225 Auto Funeral



Hearse, Square End wood casket, as illustrated above. Trimmed with silver key extension handles engraved name plate and lined with silk with pillow to match. Spreads outside burial box with matress. Removable handles from any hospital in Greater New York. Embalming and casket at Manhattan. Gentlemen's suit or lady's dress. One of cardholders and casket, when requested. Use of casket and a down chair and pillow. Flowers or door. Precious Burial permits. Automobile Hearse. 1 Locomotive to any Cemetery in Greater New York. Delivering free to cemetery. **\$225**

Total Cost

Funeral With Metal Casket \$250 Complete



Metal Casket, Silver or Brass Finish, open half length, lined with pick up silk and pillow to match. No floral dress or oak box in well ground, with iron wheels and burnt open like wood. Casket to be cradled by earth and is guaranteed to protect the remains from the elements of time **\$250**

Total Cost

Walter B. Cooke Underground Burial Vault \$85

Delivered to Any Cemetery
in Greater New York



Guaranteed that it cannot be crushed in by the weight of the earth. Watertight and will protect casket and remains from all elements of the earth and will be found intact in case of removal.

These Caskets, As Well As Many Others, Can Be Seen at Our Show Room

The Funeral Department of Walter B. Cooke, Inc. is one of the most complete and up to date in the city, equipped with the latest methods of care throughout the year. Walter B. Cooke has four private funeral parlors under the management of Walter B. Cooke, Inc.

Home Office, 1 West 190th St.

293 Willis Ave., at 140th St.
Tel. North 8090-91

BRANCHES

1358 Flatbush Avenue, Brooklyn, N. Y.

West 190th Street, Tel. FORTUNE 3600

Port and South Carolina Express Tel. to Walter B. Cooke, Inc.

Raymond 1900-1-2-3


593 Tenth Ave., at 43d St.
Tel. EDISTON 9511

(Direct)

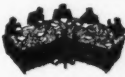
Speaking of merchandising: "Giving the public what they want at a price they can afford to pay . . ." seems to be all that could be reasonably asked of an undertaker.

A chain store advertisement which dwells on the economies of chain store buying, but which is designed to inject personality and individuality into the separate units of the system.

A word to the wives on



Edited Haberdashery



"IN awarding this decree of absolute divorce to your husband," said Judge Gooftos in Domestic Relations Court, "I want to say that I have seen the necktie and shirt which you gave him—and expected him to wear. These hideous exhibits alone might not have justified the divorce, were it not for the fact that Knickerbocker Men's Shops in seven convenient locations, offer Edited Haberdashery—selected for value, style and quality as a newspaper selects its front page news. This new method of presenting haberdashery makes it easy for any woman to buy haberdashery any man would be proud to wear."

Holiday Box of Edited Haberdashery
—a superior shirt and a superior necktie—nicely harmonized in shade and pattern—packed in a special Edited Haberdashery gift box—and edited for value, at only **\$5**

ALL PURCHASES EXCHANGEABLE

Knickerbocker
MEN'S SHOPS

1387 BROADWAY 1340 BROADWAY 12 EAST 42ND ST.
140 NASSAU ST. 140 BROADWAY 140 BROADWAY
100 WEST 34TH ST. 406 SEVENTH AVE.

(Alfred I. Silverstein, Inc.)

Since this caption is being written after Christmas, Edited Haberdashery receives that applause which comes only from the heart.

[illegible]

(Charles Austin Bates, Inc.)

Sugar's Reply to Lucky Strikes

BY FRANK C. LOWRY,

President of the New York Coffee and Sugar Exchange, Inc., and Lowry & Company, Inc.

I am asked to reply, in the interests of sugar, to the description by Mr. George W. Hill, president of the American Tobacco Company, of their Lucky Strikes "Sweets" campaign, appearing in your issue of December 22, 1928. Be assured that I do so with complete good humor and this, my first expression on the subject, I expect to be my last. I am a friend of the tobacco interests and incidentally, with relish, smoke cigars, cigarettes and a pipe.

I recognize that these interests may feel that inducing people to argue on the respective merits of sugar and cigarettes increases the value of the American Tobacco Company's "Lucky Strike" advertising. A discussion implies possible equality, and that the cigarette man should desire this elevation is understandable. Treated coolly, there is no argument. The merit of the thing I defend—sugar—is too well known. I don't intend to have it used as a cat's paw to make anyone believe that by any chance could Lucky Strike cigarettes be equally beneficial to the human race. The reference to one article being a natural competitor of another, because we can substitute at breakfast "oranges for prunes"; or at dinner, "macaroni for potatoes," is beside the point. Every one knows that to the human system tobacco can never be a substitute for sugar. The latter is a food and, in one form or another, a very necessary food and has the added advantage of being very agreeable to the taste. It is a well-established fact that sugar creates energy and is a muscle builder. That the system needs sugar is well known. In fact, organically we are so constituted that other foods, bread for example, are, in the stomach, converted into sugar. It is equally well established that tobacco in any form is a sedative and never adds to our health, no matter how agreeable some of us may find its use.

In Mr. Hill's article he quotes the United States Public Health Service, the United States Department of Agriculture, the Health Extension Bureau, Dr. Irving Fisher, Dr. Eugene Lyman Fisk, medical director in the Life Extension Institute, as being opposed to the use of "too many" sweets. It is noted that these authorities are not

quoted as advocating smoking cigarettes in any quantity. Mr. Hill defends his attack by saying, "It is our business to state the facts," but unfortunately he has failed to appreciate that "fair play," and no doubt interest, would have been added if his article had made a full statement of the facts. That would have included what those same authorities would have to say about the effect on the system of smoking "too many" or for that matter



Blank & Stoller

Frank C. Lowry

any Lucky Strike cigarettes. Did any authority on health ever have any good to say about tobacco in any form? Has Mr. Hill forgotten that it was only a short time ago when some of our states, on health grounds, were legislating against cigarettes and that the term "coffin nails" was applied to them? Would it not be well for the American Tobacco Company to "Let sleeping dogs lie?"

For Lucky Strike cigarettes to successfully compete with sugar as an up-builder of the human race, from a moral or a health standpoint, is impossible. The two are as far apart as the poles. I submit that the Lucky Strike

interests will do well not to attempt to compete with sugar in a good health program.

Reference is made to a 47 per cent increase in the sale of Lucky Strikes since this form of advertising began. I believe that in a small measure I contributed to that increase, but I was influenced solely by the quality of the cigarette. Perhaps others were also and that quality carried the brand along in spite of, and not because of, the nature of the advertising program. Perhaps it was a back wash from the earlier constructive advertising policy in which it was claimed that Lucky Strike had a particular advantage because it had been "toasted." I have the highest regard for the tobacco interests' advertising ability and, as compared with them, feel that I know little or nothing about advertising. But the thought does occur to me, why not go back to the old adage—"The proof of the pudding is in the eating"? If people smoke Lucky Strikes in larger quantities, why not claim it is because they have "It" and therefore get the preference over other brands?

From the tobacco company's standpoint, there is no assurance that any particular benefit would accrue to Lucky Strike cigarettes, even if the campaign to substitute tobacco for sugar were successful. Competing cigarette manufacturers would certainly share in the benefits.

Perhaps it would be found that other brands were more "satisfying", supplied fewer "coughs in a carload", or more readily persuaded people to "walk a mile".

It is true that many manufacturers and distributors of sweetened goods, having become offended by this attack, are today smoking and trying to persuade others to smoke any brand of cigarettes but Lucky Strikes. That any friends should be lost is undesirable. The purpose of advertising, ordinarily, is to hold all the old and at the same time attract new customers.

The Lorillard interests are endeavoring to turn this to their advantage by advertising—"Eat a chocolate, light an Old Gold, and enjoy both." Rather sound advice!

Mr. Hill is quite right when he says that people in the United States con-

(Continued on page 803)

Cocomalt

Armour



”

Public Taste

Thompson's
DOUBLE MALTED
Malted Milk



SANKA



NESTLÉ'S
MALTED MILK

“LEMCO”

HEINZ
Premier

ANGLO
CORNED BEEF

DURKEE'S
Washington's
INSTANT COFFEE

Pillsbury's
Health Bran

Over \$500,000,000
of Food Products

Are sold over the soda fountains annually.
For information on this new and fast-growing
market address

THE SODA FOUNTAIN
GRAYBAR BLDG. NEW YORK

Beech-Nut



Sunkist

Sunshine
LEA & PERRINS'

Bond Bread

FLEISCHMANN'S

Borden's
THE IMPROVED
MALTED MILK

COLMAN'S

DRAKE'S CAKES POSTUM





The Sales Managers' Bookshelf

The Church in Business

ROLLIN LYNDE HARTT, writing on this subject in the *Christian Herald* for December 22, justifies Dr. C. F. Reiser's Broadway Temple project of church, apartment house and hotel at Broadway and 173rd Street, New York, by citing many examples, new and old, of the church in business.

The English established church receives about three million pounds sterling in annual rents. Fremont Temple and the Park Street churches in Boston rent stores and offices. The Rochester Baptist Temple, and the Chicago Temple, the Boulevard Temple in Detroit, the Grand Avenue Temple in Kansas City—all own business blocks. The First Baptist Church of Syracuse runs the Mizpah Inn.

And the *Christian Science Monitor*, the Oneida Community Zion Cooperative in Salt Lake City, the Methodist Book Concern, and the Good-Will Industries (starting with the Morgan Memorial Church of Boston) are widely varied instances of successful participation of churches in industry and trade.

The New World's Work

The January issue of this magazine in new size (7 inches by 10 inches type page) and type dress makes a formal announcement of "Policies and Plans" over the signature of Barton Currie, the new editor, formerly of the *Ladies' Home Journal*: "leading articles on the great dramas of industry and scientific research . . . practical or pure science, . . . major developments and discoveries in the cause of health, education, and moral uplift, . . . the purely cultural side of American life . . . the new and important industries . . . purveying play and entertainment, . . . a magazine of facts and opinions for thinkers and doers."

This high promise is justified by: the first of three articles by J. N. Leonard on "Steinmetz, Jove of Science"; a sketch of William H. Johns (one of a series "Heads of New Combines") by Bruce Barton, who calls the president of the new advertising agency merger "physically oversize . . . with a penchant for the oversize, even in the Johns working day;" F. F. Van de Water's "Industry Goes to School," the story of the Harvard Graduate School of Business Administration; "The Chain Store Era" by C. W. Steffler; and an appreciation of the American Babbitt by Booth Tarkington, called "Rotarian and Sophisticate." A new department, "World's Work Scrapbook," with nearly a hundred brief paragraphs, is full of suggestive newsy hints for sales managers and writers of house organs.

Why Smith Was Defeated

Because "for the first time in a generation capitalism and the non-conformist conscience found themselves aligned against a common adversary," says Walter Lippman in "Post Mortem: The Election" in January *Vanity Fair*. Old-style progressivism is gone, thanks to the industrial revolution of the last fifteen years. "The discovery that by mass production, high pressure salesmanship, popular credit and popular ownership of securities it is possible to remove the ancient conflicts between employer and employe, owner and consumer, is one of the most significant things in the course of industry." The article is much more than a summary of the recent political campaign. When Lippman writes: "To say this was due to Governor Smith's being a Catholic, or a wet, or an East-sider, or a Tammany sachem is to intellectualize an emotion which was stronger than any reasons which were avowed or unavowed," he puts the case strongly for emotional appeal and *against* strict "reason-why" selling.

The Psychology of American Buying

A "nimbus of fulfilled desire is made to surround every article of daily use. By buying your usual brand of cheap cigarette you ally yourself with the keen-minded, beautifully groomed executive whose clear-cut features soften into a smile over that same cigarette on the billboards. . . . By the purchase of our Slenderizing Stouts (we have dropped the word corset; it sounded—well, it sounded too much like corset) you will not only regain your lost youth, but you will acquire a feline grace of outline remarkable even in the slender—and unsunderized. . . . Advertising . . . has seized the chance to build up an American folklore. . . . Our mighty mechanical civilization . . . does not transform its servants into machines. Instead they transform the machines into symbols."—So Elizabeth Corbett in "The American Legend," brilliant, satirical, but with much sound psychology, in the January *Century*.

Radio Remodeling the Press

Silas Bent, perhaps the bitterest critic of today's newspapers, writes in the same issue of the *Century* on "The Future Newspaper," especially as radio broadcasting will affect it—and sees some hope. Besides a grotesquely developed tabloid type, a journalism of triviality and entertainment, he foresees as a result of radio "real newspapers, modeled somewhat after the Manchester *Guardian*"—which is to say perfection!

Women in Business Today

Edward L. Bernays recently compiled and edited "An Outline of Careers." Now his wife, Doris E. Fleischman, edits "An Outline of Careers for Women" (Doubleday, Doran), and writes the chapter on Public Relations, since she is "associated as partner of E. L. Bernays."

This is obviously a book to recommend to the young woman fresh from college who asks your advice about business. Recommend to her the chapter on Advertising by Ruth Waldo of J. Walter Thompson Company, in which the special qualifications needed are described as:

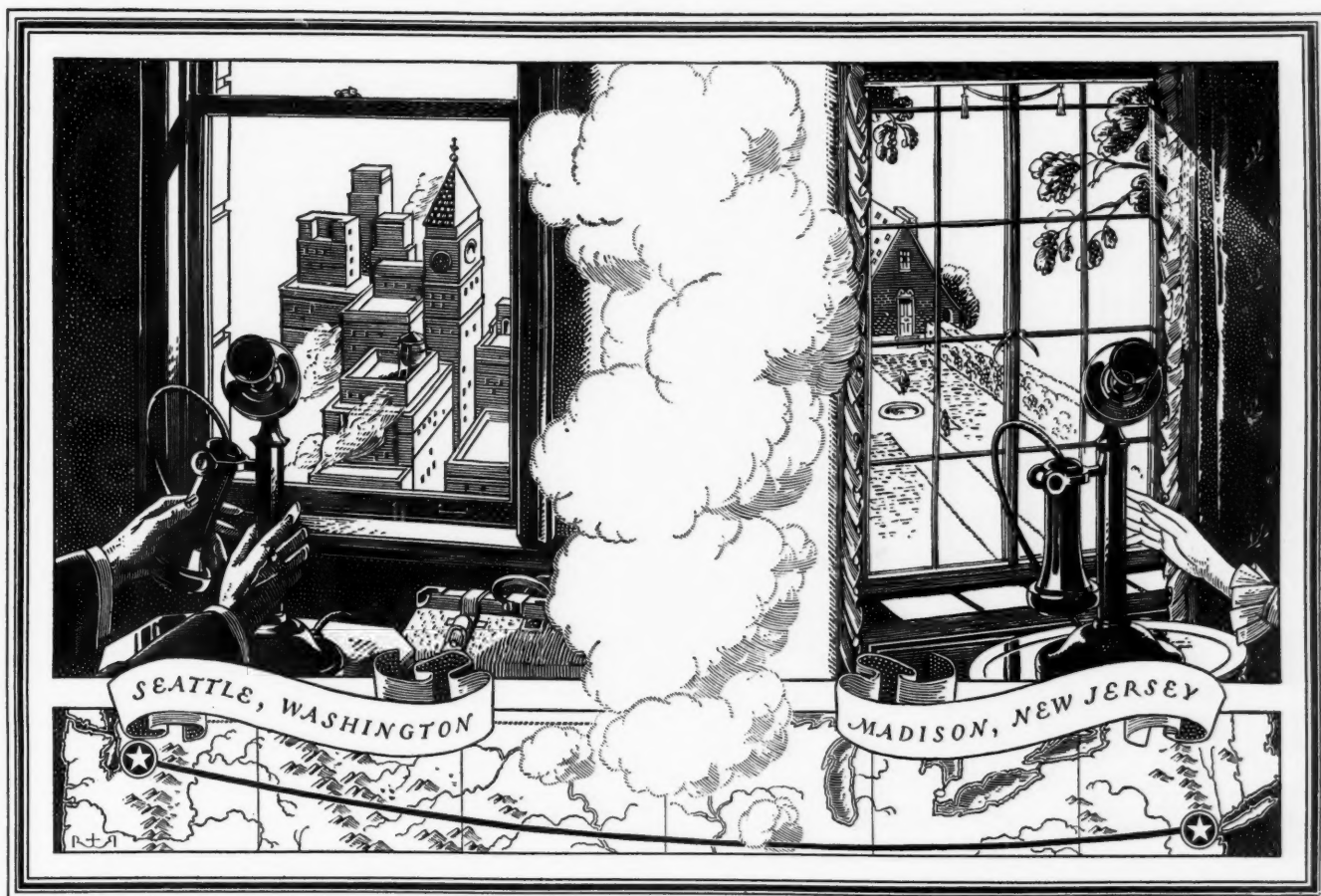
"First—a rockbottom understanding of what people are really like (it is surprising how many people do not have this).

"Second—an inventive, ingenious mind.

"Third—very highly developed, shrewd horse sense.

"Fourth—a genuine and lively interest in people—not so much affec-

"Setting Free the Mind as by a Miracle"



☞ An Advertisement for Bell Long Distance Telephone Service

IN SEATTLE, Washington, far from home. Home-sick. Lingering doubts and apprehension about the welfare of his family in Madison, N. J., 3000 miles away.

He filed a telephone call, and a few minutes later the operator signaled.

A crisp, "Go ahead, please!" and then across the plains, mountains and valleys came to him the reassuring tones of a familiar voice.

"Setting free the human mind as by a miracle," is how this man describes long distance calls.

And business doubts are banished just as quickly. Whether in business or personal matters, telephone calls will quickly

clear the worries off your desk and out of your mind. You will be surprised how little long distance calls cost.

Under the new station to station day rates, Los Angeles to Chicago is only \$6.25. Denver to St. Louis, \$3.50. Miami to Atlanta, \$2.80. Dallas to New Orleans, \$2.20. Pittsburgh to Cleveland, 80c. Atlantic City to New York, 70c. Baltimore to Philadelphia, 70c. What distant calls could you make to advantage, now?

The station to station day rate from the Statue of Liberty to the Golden Gate is only \$9.00. . . . Calling by number takes less time. . . . Number, please?



tion as a warm curiosity.

"Fifth—especially important to women (men in advertising seem to get along very nicely without it!) good taste. . . .

"Finally—and very important—the ability to cooperate. . . ."

"Women's unfamiliarity ('familiarity' is the book's misprint) with the terms and usages of commerce is one of the real values of women to the advertising business."

Mary MacKinnon, who has graduated from illustration to portraiture, writes on commercial art. Fiffi Warzweiler, of Edward L. Mayer Company, describes costume designing, and Hilda M. Swarthe, of Macy's, styling merchandise.

Mary Walls, who runs a specialty shop in the East Forties after selling and buying for Wanamaker in Philadelphia and New York, contributes the chapter on retail merchandising. There is no other treatment of domestic selling or sales management except incidentally in Mme. Helena Rubinstein's chapter on "Manufacturing Cosmetics" and Mrs. Charles B. Knox's on food products. Foreign Trade is the subject of a chapter by Lucy A. Goldsmith, of the Goldsmith Shore Company, foreign trade consultants, and this chapter is one of many in this volume that can be recommended to advertising and sales executives for their own reading, inasmuch as it is a clearly written summary for (and by) the newcomer in the field. In the same category is the essay on Radio by Bertha Brainard, Eastern program director, National Broadcasting Company.

Special women's activities (if there are any such nowadays) are: Child Welfare, by Dr. S. Josephine Baker; Dietetics, by Lulu G. Graves; Education by Jessica G. Cosgrave, of the Finch School; Home Economics, by Lita Bane; Librarianship, by Mary Elizabeth Downey of Denison University; Nursing, by Carrie M. Hall, president, National League of Nursing Education; Restaurant Management, by Mary L. Dutton, proprietor of Ontra cafeterias in Chicago—but there's nothing on women's work in hotels; Secretarial Work, by Ruth M. Crawford, secretary to the American editor of the Britannica; and Social Service, by Neva R. Deardorff.

In fields not so feminine are the contributions on civil engineering, industrial engineering (by Mrs. Gilbreth), law (by Judge Jean Norris). Drama is by Jane Cowl; Literature by Gertrude Atherton; Journalism by Emma Bugbee of the *Herald-Tribune*.

Miss R. Le Clerc Phillips in the January *North American Review* writes on "The Temperamental Typ-

ist," her theme being that many women can't succeed in business because they are "prone to outbursts of temperament and lack seriousness, initiative and ability to protect themselves."

Standardizing Literary Production

In the same issue of the *North American* Thomas L. Masson discusses the working of the Book-of-the-Month Club and Literary Guild schemes. "If 39,999 other people—any one of whom we may meet, at any moment—are reading 'Dusty Answer' or 'Bad Girl' or 'Your Money's Worth,' \$18 a year is like taking out insurance to cover the confusion which would inevitably follow upon your admission that you had not read such books."

What Do the Statistics Prove?

"Figuring Us Out" is an article by Percival White in the January *North American*, "a statistical survey of America's shifting modes and morals," especially the latter. Three billion cigarettes in 1900; less in 1901 and 1902; and one hundred billion in 1928. Perfumes and cosmetics—not 17 million dollars' worth in 1914, and over 141 millions in 1925. Thirteen times as many telephones in 1926 as in 1900. And many other illuminating figures that you will like to select from for some special purpose of your own—even if you won't agree with Mr. White's conclusion that "The United States is just passing its zenith . . . the slump will be rapid . . . our decline and fall will take place before the sands of the present century have run out."

Ernest Allen Named Head of Trent Process

J. Ernest Allen, for the past four years associated with Hayden, Stone & Company, has been elected president and a director of the Trent Process Corporation.

After beginning his business career in the steel industry, Mr. Allen entered the investment banking field in Philadelphia in 1912 with E. W. Clark & Company. In 1914 he moved to New York to become manager of the bond department of Kean, Taylor & Company. During the war he was connected with the Treasury Department, aiding in the creation of the war savings movement and playing an important part in the Liberty Loan campaigns in the Second Federal Reserve District. After the war he joined the New York office of Blodget & Company.

Simmons-Boardman and American Builder Incorporate

Incorporation of the Simmons-Boardman Publishing Corporation under the laws of Delaware to acquire the entire capital stocks of the Simmons-Boardman Publishing Company and the American Builder Publishing Corporation has been announced.

At the same time the combined organizations offered, through Spencer Trask & Company, 48,771 shares of \$3 cumulative convertible preference stock, without par value, at \$48 per share. The stock is redeemable at \$60 per share and is convertible into common stock on a share for share basis.

The ten periodicals published by the two organizations include *Railway Age*, *Marine Engineering and Shipping Age*, *Airway Age*, *American Builder*, *Building Developer*, *Railway Engineering and Maintenance*, *Railway Mechanical Engineer*, *Railway Signaling*, *The Boiler Maker and Railway Electrical Engineer*. In addition, the Simmons-Boardman publications include the *Railway Engineering and Maintenance Cyclopedic*, the *Locomotive Cyclopedic*, and the *Car Builders' Cyclopedic*.

Trade Paper Advertising Rates Analyzed by A. N. A.

A study of trade and industrial paper rates and other factors has just been released to members of the Association of National Advertisers, Inc. Its purpose is to provide the data necessary for an intelligent comparison of the main quantitative factors involved in the selection of trade and industrial papers.

In an effort to discover whether there were any fixed rules governing the rates charged by various sized trade papers, the study started as a comparison of business paper rates "per page per thousand." As the work progressed it was seen, however, that other basis of calculation would have to be added.

Approximately 1,200 trade and industrial papers were analyzed, including all of the more generally used publications.

An advertisement for the Firestone Footwear Company which was reproduced in the Advertising Gallery in the December 8 issue of *SALES MANAGEMENT* was erroneously credited to N. W. Ayer & Son. The advertisement was prepared by Critchfield & Company of Chicago.

Marmon to Double Dealer Organization and Increase Advertising in 1929

With a production of approximately 20,000 cars in 1928, exceeding the record established in 1927 by 75 per cent, the Marmon Motor Car Company, Indianapolis, has completed plans of even larger expansion in 1929, G. M. Williams, president, told this publication this week.

"The total appropriation for both the Marmon and the new Roosevelt cars," Mr. Williams said, "will be probably four times the amount spent in the first six months of 1928. To begin with, the Roosevelt and Marmon lines will be advertised separately, with an extensive program planned for each, using newspapers, posters and magazines.

"Approximately \$1,000,000 will be spent during the first six months of 1929 on both cars for newspaper advertising.

"Posters will be employed on the largest scale ever used by Marmon in introducing the Roosevelt.

"Marmon dealer organization will be increased between 60 and 75 per cent. "The new Roosevelt, to be introduced to the public in March, will sell at less than \$1,000," Mr. Williams explained.

The initial production, as planned on this car, is an output of 200 cars per day. Manufacture of the present Marmon 68 and 78 will be continued on the basis of approximately 100 cars per day.

Newberry Chain to Operate 251 Stores in 1929

J. J. Newberry Company, operators of a chain of 5 cent to \$1 stores, has leased forty-two stores for opening during 1929.

The addition of these units will bring the chain to 251 stores. This organization recently purchased Britts, Inc., a chain of four stores in Washington and Oregon.

Terrell T. McCarty, president of The McCarty Company, an advertising organization specializing in technical accounts of the oil and petroleum industries, announced that his firm and The Robert R. Berry Company have completed a merger effective January 2, 1929.

The new firm will be known as The McCarty Company, with Mr. McCarty as president and Mr. Berry as executive vice-president. All the business and accounts of the former Berry concern are amalgamated into the McCarty organization.

West Rises to Protest "Prices Are Higher"

The expression employed by a number of Eastern manufacturers that "prices are slightly higher west of the Rockies," has given rise to a protest by the Spokane Chamber of Commerce.

The expression, the chamber believes, creates an impression that living costs are higher in the West and it has appealed to other chambers in the larger cities on the Pacific Coast, as well as other commercial organizations to use their influence to discontinue the phrase. A check-up with twenty-one or more national advertisers reveals the fact that they are giving the impression that their goods in one way or another are higher west of the Rockies.

Florida Citrus Growers Launch Campaign

One hundred and ninety newspapers, in addition to radio and national magazines will be the advertising media in the \$300,000 campaign for this year of the Florida Citrus Growers Clearing House Association.

The campaign is being conducted by Erwin, Wasey & Company, who have handled the advertising of the Seald-Sweet products of the Florida Citrus Exchange for several years.

In the organization of the clearing house, of which the Citrus Exchange is a member, the growers are attempting to provide machinery for a national advertising campaign.

At present the distribution of Florida oranges is restricted to a limited territory, reaching only 541 primary destinations in the United States and ten in Canada. On the other hand, Florida's grapefruit distribution is national in scope, reaching all of the primary markets in the United States with the exception of Los Angeles and San Francisco.

Local newspapers therefore are the principal medium to promote the oranges, and magazines the grape fruit.

Winsten & Sullivan, Inc., New York advertising agency, has consolidated with Addison Vars, Inc., of Buffalo, according to an announcement made December 20. The merged companies will be known as Addison Vars, Inc., and will have offices in New York and Buffalo, with a resident manager in Syracuse. Addison F. Vars will head the new merger as president.

Sperry Gyroscope Added to Aeronautical Group Headed by C. M. Keys

The Sperry Gyroscope Company has been added to the aeronautical chain dominated by the financial group headed by C. M. Keys, president of the Curtiss Aeroplane and Motor Corporation and Transcontinental Air Transport, Inc. The engineering and manufacturing concern, established in Brooklyn nineteen years ago by Dr. Elmer A. Sperry, has been purchased by North American Aviation, Inc., the \$25,000,000 investment and holding corporation formation of which was announced recently by Mr. Keys.

The Sperry Company is one of the oldest of the engineering companies engaged in research, design and building of precision and stability instruments so important in aviation. In recent years the laboratories of the company have been engaged in the production of searchlights and beacons of tremendous power for airports and airways.

\$25,000,000 Pottery Merger Is Formed

A group of Ohio pottery companies valued at \$25,000,000 will be consolidated soon as the American Chinaware Company, according to plans just announced by Hathaway & Company, bankers, and Louis Porter of Chicago, vice-president of the new concern. The companies in the group represent approximately one-third of the dinnerware pottery industry in the United States and operate more than 200 kilns. Stockholders of the companies, all of Ohio, have voted in favor of the consolidation plan: Albright China Company of Carrollton and Scio; Atlas Globe China Company, Cambridge and Niles; Carrollton Pottery Company, Carrollton; Crescent China Company, Alliance; French China Company, Sebring; Pope, Gosser China Company, Coshocton; Saxon China Company, Sebring; Salem China Company, Salem; Sebring Pottery Company, Sebring; E. H. Sebring China Company, Sebring; Smith-Phillips China Company, East Liverpool; Steubenville Pottery Company, Steubenville, and Strong Manufacturing Company, Sebring.

John J. McNevin has become general manager of the *Beautician*. Formerly an account executive and space buyer for the Dorland Advertising Agency, Mr. McNevin more recently has been connected with *Beauty Culture* and Trade Publications, Inc.

WIFE

RACHMANINOFF AND TODAY'S BUSINESS:

Last night we listened to Rachmaninoff's Prelude. We played it over and over again. Suddenly it occurred to us that this composition is actually an accurate interpretation of today's business. It seems to us there is a passage in the Prelude, where the music reaches its crescendo, that is a perfect description of the irresistible economic forces that are driving business towards huge consolidations and large units—a vivid description of the utter relentlessness of the forces in distribution which demand that all products be kept moving at any cost. More, that those who do not keep their products moving will be submerged by the titanic forces, suggested by Rachmaninoff's powerful music. Whether or not the irresistible forces in business will calm down to a slower and less noisy pace, as does the music near the end of the Prelude, we do not profess to know. But it is something to think about.

ALASKA PAPERS PLEASE COPY: Recently the able promotion department of the Des Moines *Register-Tribune* sent us a huge, beautiful, golden ear of corn as evidence of Iowa's prosperity. A day or so ago the equally enterprising promotion department of the *Southern Ruralist* sent us packages of peanuts, an apple and some cotton bolls, as evidence of the South's agricultural diversification and prosperity. Now comes the Oklahoma *Farmer-Stockman's* contribution, which is a box of Oklahoma mistletoe. (It was all appropriated by the charming assistant news editor, although goodness knows she doesn't need it.) Thank you, gentlemen! We appreciate and enjoy this type of promotion. We hope Mr. Shuman of the Fort Worth *Star-Telegram* will not forget us at watermelon time, that Mr. Huntress of the San Antonio *Express* remembers how much we like Texas grape fruit, and would it be asking too much of California and Florida papers to remember the marvelous opportunity they have with the vast range of products from these states? And how about the Alaska papers? Perhaps they will send us a nugget. If it is as big as Mr. Watt's Iowa corn, we'll retire.

WE REVISE AN OPINION: In February, 1926, this writer wrote the following editorial which appeared in *SALES MANAGEMENT* at that time: "Are Salesmen Behind the Times? We make no apologies for devoting almost all of this issue to the problem of managing men. Check over the articles carefully, and you will note nearly every one of them deals with problems of man power. It is the biggest problem in selling today. It will be tomorrow's biggest problem. Rule-of-thumb buying methods are rapidly passing. Scientific buying, organ-

ized buying, group buying, chain stores, bigger units of industrial buyers, consolidations of retail stores, chains of every type of organization from peanut vending machine operators to public service companies, all point to the need of a higher type of salesman to cope with trained buyers. It is the sales manager's job to train salesmen to meet these new conditions. Thousands of salesmen have not kept pace with the advance in buying technique. The salesman who formerly dropped in for a chat with the corner druggist or grocer now must cope with a chain store buyer who has a laboratory and a statistical department to help him buy. The salesman who formerly called on a shop superintendent and jollied him out of an order now must deal with a chemist, a mechanical engineer and a whole staff of technical men. Yet the 'human' side of selling remains just as important as ever." Every sentence but the last proved true. We are no longer so sure about the "human" side remaining as important as ever. It is still important of course. But with recent developments and the apparent ability of the giants to get along with methods that seem merciless it seems that the "human" side is not as important as it used to be. At any rate the other side of selling is more important than ever, no matter how important the "human" side remains.

CONVENTIONS AS SLEEP INDUCERS: Program committees of trade associations must get busy and provide better speakers, livelier programs and more interesting sessions if convention attendance is not to drop perceptibly. Several years ago the average convention was pretty much of a drinking bout and it made little difference how dull the program was. Hootch provided ample interest. But there is a distinct trend toward less drinking at conventions. Four years ago at the convention of a nationally known association the annual banquet was marked by drunken misbehavior while a well-known national figure tried to deliver his address. The same association's convention this year was virtually dry. At least what drinking there was seemed civilized. This has been true of almost every convention we have visited this year. Drinking is on the wane, but programs do not improve. Long, dull, dry, meaningless speeches are still delivered in monotones. Inveterate windjammers hold the floor to indulge in sheer boastfulness. One writer describes the average convention as a finger-crossing affair, in which few of the participants intend to carry out the promise made, or live up to the codes of ethics propounded. With drinking on the wane, program committees must find speakers who can keep the association members awake during sessions. Without liquor's effect, most convention speeches are insufferable, and sober men who come to the conventions will demand a marked improvement. We advocate shorter speeches and longer discussions from the floor. Let the chairmen be hardboiled fellows who have the courage to cut short the long-winded speakers. Some real planning, careful pruning, and intelligent supervision of programs could make conventions interesting and far more helpful.

Advertising Copy · Sales Plans · Merchandising Counsel

James C. Johnson
and Associate Counselors

12/11/28

Mr Philip Salisbury, Vice-President
Sales Management and Advertisers Weekly
420 Lexington Ave
New York City

My dear Mr Salisbury:-

For nearly six years, Sales Management has carried in every issue on a "till forbid" order our announcement of specialized sales, advertising and merchandising service. Does not that speak more eloquently than columns of figures as to what we think of your readers as prospective clients?

As a matter of fact we would not need to do much more than to close one contract yearly, paying us a fee of \$1200, to justify the appearance in your issue each week of our announcement.

From the character of inquiries produced by Sales Management, and the calibre of clients served, we know that your readers include the very kind of executive who are interested in and who value just the type of personal, helpful service which we render.

Sincerely yours,

James C. Johnson
and Associate Counselors

JCJ-W

118 WOODBRIDGE AVENUE - BUFFALO, N. Y. - PHONE CRESC. 4306

ADS · BOOKLETS · LETTERS · CIRCULARS · CATALOGS · CAMPAIGNS

For Ten Years Sales Promotion Manager, LARKIN Co., INC.

Want a Sales Manager? Want a Sales Managerial Job?

Through the "Personal Service and Supplies" page of SALES MANAGEMENT you can reach more than 15,000 readers at only 50 cents per line of seven words. Use it for filling sales executive positions.

Cluett, Peabody Tested New Collar Two Years Before Advertising

BY C. R. PALMER

Vice-President in Charge of Sales, Cluett, Peabody & Co., Inc.

YOUR editor assures me that the trade may be interested in some of the facts attending the public introduction of our new Golden Arrow collar, and in some of the reasons for its gratifying performance.

Within five weeks of its introduction Golden Arrow has set a new record for collars. For within that period it has achieved in the livest center in the country—New York—90 per cent distribution. Within our memory here at Troy (which pretty well covers collar history in America) no new type of collar has ever been so swiftly received.

I attribute this reception to three factors:

First, to the fact that Golden Arrow was offered by a house in excellent standing with the merchants. All the preliminary hesitancy which a merchant might feel concerning an innovation in collars from a less-well-known company than Arrow was dismissed. "If Arrow is willing to back this new type of collar," the merchant said to himself, "Arrow has just as much to lose as I have, and I have just as much to gain as Arrow has."

Second, to the fact that Arrow is known to the trade as a house which believes in and practices widespread consumer advertising.

Third, to the fact that before this new type of collar bore the name Golden Arrow it has had the severest sort of practical trade test. In other words, when Golden Arrow was offered to the trade this fall, and when it was heavily advertised, it had already undergone a most exacting test of approval in New York itself for nearly two years. In other words, Golden Arrow was not an experiment, but a proven commodity.

The story of this test may be interesting.

Two years ago our laboratories worked out a new type of collar, which would combine the comfort of a sports collar with the good looks of starch. We knew that there was a vigorous demand for starch, and that there was a vigorous demand for comfort, for we have long made both types of collar and probably lead the industry in both directions. Our collar people found, after a lot of work, a new type of fabric, finer in texture than the regular collar cloth,

which could be so fully starched that it would stand heat, but which could be so tailored as to move with every movement of a man's neck muscles.

We developed this collar in several styles and then deliberately gave it the toughest test we could devise.

We sent it into the New York market under a long and not especially memorable name; we called it "The E. & W. Super-Quality Collar." We offered it quietly to the trade, but we backed it with no advertising. We didn't take a single step to tell the public what it was. If a man wore the collar, and liked it, it must have been because he insisted on buying it, and had found out for himself the advantages the new type of collar had.

Every business man has seen plenty of good inventions die in their cradles because they weren't sold—and told—to the public. The new collar not only took this chance—it was made to take this chance. For we said at the plant: "We think we've got something perfect in this collar. If it is really good, it will survive somehow; someone will buy it, and like it, and tell his friends about it. If it isn't as good as we believe, and as definitely new, and as perfectly adapted to the public taste for comfort and style—then in this test we shall find out clearly that we were wrong."

So we put the baby out on the front steps and let it forage for itself. About the only help we gave it was to make the collars and ship them. Of course our men talked it a little, but they didn't quit work and concentrate on it by a long shot.

With what result?

For eighteen months we watched that collar get first a toehold on the market, and then a grip with both hands, and then begin to carve out a steady, small, sure increase in demand. The top-class stores were the first to take it on, probably because they felt that they could more easily get a 35-cent price if the collar was really all it seemed to be. Those stores began to get a few calls. Men who put the collar on began to talk. Men who had been afraid of starched collars in the summer wore the new one through last summer, and the summer before, and found that they could look neat through the heat without going into a sports collar.

But all this time it was not adver-

tised, not pushed. And last spring we took account of stock and saw that the new collar had fought its way through the hardest test a collar ever faced, and had made good. In other words, it had won its title to the Arrow name. So we renamed it "Golden Arrow" and sent it out backed by consumer advertising and display material, and in five weeks it got into nine out of every ten of the men's wear stores in the hottest style city in the country. Reorders, at this writing, are more than satisfactory, which shows that the public, attracted by Golden Arrow advertising, is trying the new collar and finding it a genuinely new type of men's wear. Reports from merchants seem to indicate a trend to a 35-cent basis.

Correction on Story of Detroit Jewelers

In connection with the article, "Detroit Retailers Begin Fight on Retailing by Wholesalers," which appeared in the October 20 issue, SALES MANAGEMENT wishes to record the following correction:

Editor, SALES MANAGEMENT: In your issue of October 20, 1928, you carried an interview with me concerning an investigation of the retailing activities of wholesale jewelers in Detroit which has been made by a committee of the Greater Detroit Retail Jewelers' Association, of which I was chairman. Unfortunately, publication of this article did a serious injustice to two of the wholesalers named; an injustice which, I am frank to admit, was caused by an oversight of my own.

In giving the information to your representative I gave him the names of the wholesalers concerned in alphabetical order, then told him of the results of our investigation of each. The mistake was caused by my confusing number one on the list with number two and telling your representative that the result of our investigation of some others was the same as that of number one, when I really meant number two.

Due to this error, the E. H. Pudrith Company and the Scribner and Loehr Company were accused of selling at retail, when, as a matter of fact, they would only sell to a legitimate retail jeweler.

These two companies have therefore been done a serious injustice and I am anxious to rectify the mistake as fully as possible. To this end I respectfully request that you publish this statement in your magazine.—B. B. Lasky, chairman of the investigation committee, Greater Detroit Retail Jewelers' Association.

Have You a Little Guess Manager in Your Plant?

(Continued from page 773)

the giants—General Motors, DuPont, Eastman, Atlantic and Pacific—can afford to get the facts. The truth is that these companies grew to giant stature because they supplanted guesses with facts, and hunches with research.

Only those companies whose sales managers stop haphazard guessing and begin accurate measuring can survive in the present fight for existence that faces every manufacturer, wholesaler and retailer. If competition doesn't eliminate the guessers, the public has its own methods—slower perhaps, but none the less painful, and equally inevitable. All the public needs do is to stop buying and spend its money for something else. If any industry is spending too much as a result of guesswork, the public quickly stops buying. So there is no solace for manufacturers in backward industries where competition does not seem severe or aggressive. Backward industries, content to guess, soon create new competition that is aggressive.

If your competitors are content to guess, watch out for a new synthetic product. Today's skill in producing synthetic products is so great that the very lack of competition in a given industry may create a formidable rival which will wipe out all chance for profits in the original industry. If your present competition doesn't eliminate guessing, new competition will appear and eliminate the industry itself. So we repeat—stop guessing or take the count.

Study Consumer Choice on Package Goods

Consumer preferences for packages or unpackaged meats in the Pittsburgh trading area will be analyzed by the bureau of business research of the University of Pittsburgh. The study is expected to determine both the choice of the consumer for packaged as against bulk goods, and also for various types of containers, including paper, wood, metal and glass.

Dr. John H. Cover, director of the bureau, will have the cooperation of the institute of meat packing of the University of Chicago. The work is being financed by the *National Provisioner*, Chicago.

William T. Morgan, Chicago, manager of R. L. Polk & Company for the past fifteen years, has been elected president of the Chicago Mail Advertising Service Association.



Loose Leaf COVERS that attract

THE selling power, prestige and long life of Loose Leaf Catalogs is recognized by leading advertisers—the reason so many new editions are making their appearance in Loose Leaf Form. Catalogs put up in attractive, conveniently operated binders, convey the right impression and get the attention of the recipient. New commodities may quickly be added and prices changed at will. If you have a Sales Message—Catalog, Advertising Portfolio, Sales Manual or of any other character, its value can be stimulated by making it a Loose Leaf edition.

May We Send This Booklet?

A large variety of types and styles of covers is illustrated in our Booklet No. 125. It shows covers for every conceivable purpose—covers that are out of the ordinary, suitable for Catalogs, Manuals, Advertising Portfolios, Price Lists, Sample Books, Photographs, etc. It also describes our "Super Finish" method of embossing and coloring for high-class editions.

Send for your copy today

**The
C. E. SHEPPARD CO.**

LOOSE LEAF COVERS

273 Van Alst Ave.

LONG ISLAND CITY, N. Y.



Stepping Lightly into our 100th YEAR

...and the *Boston Post*
says
this editorially of us

The only reason we have led in the campaign (for better fire protection) . . . is solely because the Transcript in its usual wide-awake fashion took the matter up first and hammered it so successfully and vigorously.

*The Managing Editor
of the POST*

Boston Evening Transcript

Highest ratio of BUYERS
to readers

National Advertising Representatives

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles

How and When Factory-Owned Stores Are Profitable

(Continued from page 776)

customers by installing a simplified accounting system, and assisting in display and advertising. Twice a year they make a complete audit of each store which is analyzed at the central office, and expert counsel offered.

The Regal system of stock control, based on retail sales which are recorded on a scientifically constructed board, is too well known for more than mention. Condition of boards in individual stores are reported on the master gauge in the factory, and from this the week's production is calculated. The system accomplishes by a mechanical device what the cards and forms of other companies do. Regal is one of the most capable retailer-manufacturers in the country; all of its managers pass through a course of training in which they are instructed in a standard method of selling shoes. The process was worked out, after time and motion study of actual procedure in the stores, and includes the use of an automatic foot measure which determines the exact size of the shoe needed to fit the customer.

Teaches Independents

International, largest shoe manufacturer in the world, owns and controls no retail outlets, but its present selling effort is mainly concerned with teaching the independent to concentrate his purchases and determine his needs by scientific methods. The various distributing houses of the company, which are operated as independent wholesale concerns, sell through 900 salesmen to more than 100,000 retail shoe merchants. These distributing agents, formerly independent companies now absorbed by International, handle their own brands of shoes often competing with other wholesale branches of International in the same territory.

The educational efforts of this company include assistance in advertising and retail display; instalment of accounting systems; and other means of analyzing the market, anticipating sales, and eliminating slow-selling stock.

The details of the International Shoe Company's distribution system will be covered at length in a future article.

Ground Gripper helps its exclusive agents through a special department which does not sell but gives expert advice on ordering, advertising, and retailing. The company has withdrawn its advertising from the magazines to

concentrate, through local newspapers, in centers where exclusive agencies are established. Ground Gripper prepares mailing copy for its agencies, sending the material direct from the factory to the consumer. Lists of prospects and customers are supplied by the agents, keeping the company constantly in touch with the market.

Within the last two years Endicott Johnson has improved its distributing facilities by establishing sales arrangements with the largest department, mail order, specialty and chain stores. While three distributing houses sell to more than 40,000 independent dealers, and its retail corporations manage its chains of stores, the Empire Specialty Footwear Corporation deals with the large buyers. This factory direct agency can serve the big concerns better and cheaper than the regular distributing houses, because of its volume sales, and its ability to work closer with huge buyers of specialty styles.

The chain wants the exclusive agency's morale; the manufacturer wants the chains' battlefront. It is believed that some hybrid combination of the two will economically maintain the most direct and responsive stream to the consumer.

(The next article will deal largely with the judgments and opinions of shoe manufacturers and retailers as to the effectiveness of various routes.)

Robert Lyons Heads Chain Store Group

Robert W. Lyons has been chosen secretary of the National Chain Store Association, and will have charge of the association's headquarters in the Woolworth Building, New York. He succeeds Godfrey M. Lebharr, editor of *Chain Store Age*, who has been secretary pro tempore.

The National Chain Store Association, created in Memphis last October by a number of large independent and unaffiliated chains, will operate to "increase the opportunity of the chain store to serve the public," Mr. Lyons explained.

The Leipzig Trade Fair, held annually for seven centuries, is scheduled for March 3-13, 1929. Two hundred thousand active buyers from forty-four countries are expected to visit the 11,000 exhibits.

(Continued from page 790)

sume more sugar than the people in France or Italy. Had Mr. Hill pursued his argument to its logical conclusion, he would have been forced into the position of claiming that because they ate more sugar, the average man or woman in the United States was fatter, less healthy and less energetic than the average Frenchman or Italian. I previously stated that sugar produced energy and in this country we certainly eat more sugar and like to feel that we are more energetic than others.

History shows that increased prosperity in nations is always reflected in the greater consumption of sweets. For example—in the consumption of sugar, the United States today stands at the head and China nearly at the bottom of the ladder.

I hope I will not be charged with lacking in gallantry if I suggest that the woman is at the bottom of this advertising campaign. The American Tobacco Company, finding the masculine market pretty well saturated, proceeded to create an entirely new market by making a direct appeal to the women to smoke. Their approach had to be very subtle if organized opposition on moral as well as health grounds was to be avoided. In the beginning I observed that in the very attractive Lucky Strike advertising, there invariably was a man and a girl, the man smoking, the girl perhaps assisting in lighting the cigarette for him and always making some complimentary remark about it. Never, in those days, did the girl so much as hold a cigarette. After months of this sort of thing, the cigarette manufacturer has become bolder. Today the advertisements often eliminate the man, and the girl is seen carrying a package or holding a cigarette and occasionally openly smoking one.

While statistics undoubtedly show that men consume their full proportion of sweets, nevertheless it is a fact that women for years have been credited with being the mainstay of the candy business. Apparently accepting this thought and in line with the seductive advertising referred to above, the American Tobacco Company is now really making its appeal to the woman to give up sweets and in their place, smoke cigarettes. They cannot truthfully say that her health will be benefited by smoking Lucky Strikes, but indirectly they endeavor to obtain her trade by creating a prejudice against sweets.

Those in the sugar or sweetened products trades know that they are engaged in supplying the people with a healthful food and that sugar, like any other food, becomes harmful only when used to excess.

The American Tobacco Company's advertising becomes offensive to the sugar interests only when a huge sum of money is spent to erroneously and by half truths create in the minds of people the feeling that there is something harmful about another product, the food value of which has for years been recognized. The sugar, candy and preserving trades know that the American Tobacco Company has over \$12,000,000 available for propaganda purposes and have been rather aghast at the prospect of this being spent in an attack on their industry. They can find much comfort in what Abraham Lincoln had to say about fooling the people, also in the knowledge that as a consumer of sweets a growing boy or girl is worth a dozen smokers. In the sugar trade we do not believe that the woman will be misled or that the youth of the country who like sweets, will be corrupted.

(Continued from page 783)

convincing. I had Vic's letter duplicated, without a single correction, and sent it to every salesman. It had an excellent effect. Nearly every salesman answered the letter and agreed to stop sending rush orders except in cases of dire emergency.

I followed Vic's letter with several other letters showing that the sending of too many rush orders from a salesman proves that he isn't selling large enough quantities. I showed that rush orders are often a result of underselling.

Although my letters helped, it was really Vic's letter that put over the idea and helped curb an expensive habit. From my success with his letter I developed a plan which has since become almost standard practice with us. Whenever we have some problem, particularly some minor but irritating problem in dealing with our men, we select some salesman who stands well with the other men, whose record at headquarters is good, and who shows signs of management ability. We bring this salesman into

(Continued on page 811)

Cooperation like *this* builds sales

DURING September alone the Times-Union secured 36,524 lines of dealer "tie-up" advertising in support of campaigns featuring twenty-seven different nationally known products. This remarkable co-operation is an indication of the opportunity which, through the powerful influence of the Times-Union, Rochester represents to national advertisers.

ROCHESTER
TIMES-UNION
and
DEMOCRAT &
CHRONICLE

Rochester, New York
Member of The 100,000 Group
of American Cities, Inc.

one of the

GANNETT NEWSPAPERS

Rochester Times-Union ✓
Rochester Democrat & Chronicle
✓ Albany Evening News ✓
Albany Knickerbocker Press ✓
Utica Observer-Dispatch ✓ Elmira
Star-Gazette-Advertiser ✓ Elmira
Sunday Telegram ✓ Ithaca
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News ✓ Olean Herald ✓
Ogdensburg Republican-Journal
✓ Hartford, Conn., Times ✓ Plainfield,
N. J., Courier-News.

SAVE YOUR BREATH



and tell 'em with

CARTOONS!

If you want Reader Attention confer with us when planning your next Advertising Campaign.

(Catalog of small stock cuts on request)

LOWRY CARTOON CORPORATION

75 E. Wacker Drive Chicago, Ill.

An Outline of Mergers

(Continued from page 780)

a greater supply of bagasse. So he organized the South Coast Company, which is now one of the largest sugar planters in Louisiana. However, this new subsidiary did not provide enough waste to take care of the ever-expanding demand for Celotex. As a result the company had to import bagasse from Cuba in 1926.

In making a study of the causes of the low productivity of Louisiana sugar lands, Dahlberg discovered the cane plant used in the state was suffering from too much inbreeding. Accordingly new varieties were brought in from Java. These varieties proved to be disease-resisting and to have a greater content of sugar. Best of all the new cane demonstrated itself to be two and a half times as productive as the old diseased varieties.

Not content with his exploits in Louisiana, Mr. Dahlberg launched the Southern Sugar Company, which is operating in Florida, a place where it was supposed sugar cane would not thrive. Another objection to Florida is that it lacks a cheap labor supply, regarded as essential for the successful operation of a sugar plantation. The Dahlberg interests have overcome both these difficulties, and in doing so are accomplishing engineering and production triumphs which are nothing short of revolutionary.

No Medium Course

There was a man who started out in a most humble way to make a new sort of product. He not only made a remarkable success of the venture, but to obtain his raw material he was forced to go into another business, entirely unlike the one he originally entered. Within five years he revolutionized the new field and became one of the largest factors in it, despite the fact that it is an old industry, where methods were supposed to have been perfected and many of the concerns in it were regarded as strongly entrenched in their positions. That story, although I have space merely to skeletonize it, shows vividly why a business cannot stay small in these days. If it grows, it must become big. There seems to be no medium course.

Another striking illustration of this tendency is found in the history of the Diamond Match Company. Like all the so-called "trusts," this corporation receives its income from a large variety of sources. These sources may be grouped under three heads. During 1927, the company's net income was derived as follows: 45.4 per cent from

main match business; 2.35 per cent from general lumber business and from miscellaneous and merchandising operations; 22.1 per cent from foreign and domestic investments.

In the manufacturing of matches only a small portion of the log is used. The rest of the log has to be converted into lumber and into miscellaneous wood products. To dispose of its lumber, the company operates forty retail lumber yards. Since a modern lumber yard has to go in for building supplies, the Diamond Match Company is engaged in the business of retailing building and construction materials of almost every sort—goods that are separated by several thousand miles from the match business.

Match Company Sells Prunes

The company owns extensive timber tracts on the Pacific Coast. At times, in the past, as the timber was cut, the land was planted to prunes. Thus the great Diamond Match Company is also a horticulturist and has had the problem of selling its fruit, just like any individual orchardist.

To find a market for its smaller pieces of lumber, the company has manufactured toys and beehives. To sell its beehives, it discovered it had to wholesale bee supplies, including queen bees and the other queer products that go with this unusual business.

If you don't believe that the paths of Big Business are as ramified as the labyrinth of ancient Crete, ask the Diamond Match Company. The only difference is that today there is no Ariadne to lead the modern Theseus out of the labyrinths by a thread.

If Ariadne were alive today, she would find another guiding job in the paper business. It is almost impossible to conduct a pulp mill of any consequence without getting involved in all kinds of sidelines. The Brown Company, for instance, makes bleached sulphite pulp, wrapping paper, bond and other papers. It also manufactures electrical conduits and does an extensive business in chemicals, which are turned out as by-products. A grade of pulp which the organization produces is used in the manufacture of rayon. The company has timber holdings that cover more square miles than the state of Connecticut.

The late Judge Gary built the United States Steel Corporation to its present enormous proportions by making the organization a self-contained industry, from the mining of the ore to the distribution of the finished

product. U. S. Steel has several competitors in the "hot" steel business and numerous competitors in the "cold" end of the business—that is, the fabricators of shapes—but it is the only concern in the field that makes any pretense to being a complete steel organization from soup to nuts and even to washing the dishes and disposing of the garbage.

The recent International Nickel merger was a drive to accomplish "bigness" in this business. The deal was engineered by Sir Alfred Mond (Lord Melchett), who is perhaps Great Britain's leading industrialist. The most plausible explanation of this group is offered by the *Toronto Mail and Empire*. This paper says, in substance, that British interests gained control of International Nickel for patriotic reasons. "It is part of Great Britain's policy to insure world peace by dominating the source of supply of one of the essential implements of war," says the *Toronto paper*.

But perhaps the greatest example of all of the way successful corporations are pushed into activities that are foreign to their original purpose may be found in the automobile industry. The Ford Motor Company comes the closest to being a perfect "vertical trust" that the commercial world has ever known. However, since Ford did not acquire his sidelines through consolidation and since the story of his methods is widely known, there is no necessity of repeating it here.

Automobile Ramifications

The General Motors story, though, hits us closer, inasmuch as many of the General Motors properties were acquired through mergers. The corporation in one of its own statements, not so long ago, declared: "General Motors was organized in the belief that a group of companies, working together in the same family, should be able to serve the public better than if they were separated." General Motors' methods will be detailed in a later article in this series. For the present, we are more concerned with the fact that the company has been shoved into all sort of businesses that in the days of Dave Buick's and W. C. Durant's connection with the company were not regarded as belonging to the automobile industry at all.

The Delco Light business originated accidentally. A farmer wrote to the company saying he was using his automobile to light a hen house or some other outbuilding, and that he would like to buy a separate lighting system. The company took the hint. Further research on automobile ignition led to the idea of electrical refrigeration and eventually to Frigidaire.

Up to ten years ago automobile manufacturers used only equipment that was absolutely essential. If the buyer of their cars wished to adorn or improve his car, he was at liberty to purchase whatever accessories he wanted from his accessory dealer. Since the war it has been the policy of the manufacturers to put every part and accessory on a car that might add to its speed, efficiency, comfort and appearance.

General Motors soon adapted the policy of going into the parts and accessory business, since such equipment had become an essential adjunct of the automobile trade. Instead of making its own equipment, however, it followed the plan of buying established manufacturers in these fields. Here are some of the accessory and parts companies that General Motors now controls: A. C. Spark Plug Company, manufacturers of A. C. spark plugs, speedometers, air cleaners, oil filters and mufflers; Brown-Lipe-Chapin division, makers of differential and bevel drive gears; the Dayton Engineering Laboratories Company, producers of Delco starting, lighting and ignition systems; Fisher Body Corporation, makers of closed bodies; Harrison Radiator Corporation; Hyatt Roller Bearing Company; New Departure Manufacturing Company, ball bearings; Remy Electric Company, makers of starting, lighting and ignition systems and Klaxon horns. General Motors Corporation also controls the Lovejoy shock absorbers, and the Delco-Remy Dual Lock. Just the other day it purchased the Guide Motor Lamp Company of Cleveland.

Commission Appoints Operating Committees

At its meeting at French Lick, Indiana, recently, the advertising commission of the International Advertising Association appointed operating committees for the present year.

Patrick F. O'Keefe of Boston, chairman of the commission, heads the executive committee; E. W. Hauser of Chicago, the admissions committee; W. H. Hodge of the Byllesby Engineering & Management Corporation, departmental relations; Frederick M. Feiker, Associated Business Papers, Inc., of New York, legislative; T. W. LeQuatte, of Spencer, Indiana, program, and H. H. Burdick, R. L. Polk Company, standards of practice. These committee chairmen also comprise the executive committee.

Automobile Digest, Cincinnati, has adopted the standard size of 7x10 inches for its type page.



The NEWS Enters 1929
with the LARGEST LEAD
in Its 59-Year History

1928 saw impressive new records established by The Indianapolis NEWS.

New high figures for home-delivered circulation were made month after month. Today, more than 86 per cent of all families in Marion County (Indianapolis) are readers of The NEWS, as are 50,000 leading homes in the surrounding territory. Few newspapers in America reach such a high percentage of their home-city families.

In advertising volume, The NEWS enters 1929 with the greatest margin of leadership in the history of Indianapolis journalism. The total advertising carried by THE NEWS in 1928 AGAIN enables it to rank high among the leading evening newspapers in America.

The NEWS is the ONE paper you need to cover the great Indianapolis market of 2,000,000 prosperous people, spending \$750,000,000 annually.

The
INDIANAPOLIS NEWS

DON BRIDGE
Advertising Manager

 New York—Dan A. Carroll, 110 E. 42d St.
Chicago—J. E. Lutz, The Tower Building.

THE BUSY LIFE of WILKES-BARRE, PENNA.

Focused in Wyoming Valley's greatest home newspaper. Established in the third populated center of the second most populated state in the United States.

WILKES-BARRE TIMES - LEADER

Covers a ten-mile radius of greatest wealth in the Anthracite region. Ideal for try-out work, as well as maintenance campaigns.

WILKES-BARRE TIMES - LEADER

Published each weekday afternoon at
44-48 West Market St., Wilkes-Barre, Pa.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadelphia, Chicago, Los Angeles, San Francisco

YONKERS

(NEW YORK)

HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population..... 110,000

Circulation 14,625 (ABC)

—Representatives—

GEORGE B. DAVID CO., Inc.
110 E. 42nd St. New York, N. Y.
1900 Wrigley Bldg. - Chicago, Ill.

November Newspaper Lineage in Forty-Seven Cities

In the forty-seven cities listed below, twenty-nine show a gain in volume of total newspaper advertising during the month of November, 1928, while seventeen show a loss for the same month in 1928 (one no comparison). Total lineage for the month was 162,007,030, as against 156,704,966 in the same month for 1927, a gain of 5,302,064 lines, or .034 per cent. Of the 165 newspapers listed, 100 show gains; 60 losses (five no comparison). Figures furnished by the Statistical Department, New York Evening Post, Inc., supplemented by this magazine:

	1928	1927	Change
New York	16,982,362	16,339,791	+642,571
Chicago	8,146,329	7,934,367	+211,962
Philadelphia	7,215,339	7,592,104	-376,765
Detroit	5,827,234	4,924,486	+902,748
Cleveland	4,254,225	3,954,750	+299,475
St. Louis	4,410,280	4,455,020	-44,740
Boston	5,972,745	5,747,524	+225,221
Baltimore	4,424,562	4,654,527	-229,965
Los Angeles	6,611,780	6,657,658	-45,878
†Buffalo	4,243,492	No comp.	
San Fran.	4,464,082	4,575,578	-111,496
Milwaukee	3,443,156	3,498,571	-55,415
Washington	4,626,118	4,880,437	-254,319
Cincinnati	3,934,490	3,918,900	+15,590
New Orleans	3,978,903	4,022,699	-43,796
Minneapolis	3,168,462	2,964,004	+204,458
Seattle	2,946,538	2,837,520	+109,018
Indianapolis	3,139,695	3,154,710	-15,015
Denver	2,191,475	1,950,240	+241,235
Providence	3,036,835	2,861,991	+174,844
Columbus	3,499,935	3,554,729	-54,794
Louisville	3,268,797	3,049,015	+219,782
St. Paul	2,812,670	2,475,690	+336,980
Oakland	2,438,632	2,282,952	+155,680
Omaha	1,937,625	2,012,276	-74,651
Birmingham	2,931,544	2,685,200	+246,344
Richmond	1,942,332	1,924,244	+18,088
Dayton	2,958,634	2,733,430	+225,204
Houston	3,200,022	3,262,854	-62,832
Des Moines	1,849,023	1,729,722	+119,301
Albany	2,167,777	2,447,286	-279,509
Bridgeport	1,477,415	1,325,700	+151,715
Camden, N.J.	1,053,479	1,146,618	-93,139
Fort Worth	2,158,324	1,962,688	+195,636
Harrisburg	1,395,079	1,352,707	+42,372
Kas. City Mo.	3,527,746	3,192,935	+334,811
Miami	1,250,571	1,334,788	-84,217
Newark	1,937,805	1,821,755	+116,050
Oklahoma City	2,354,044	2,060,562	+293,482
Portland Ore.	217,657	218,352	-695
Rochester	3,623,825	3,656,800	-32,975
Salt Lake City	2,175,040	1,912,792	+262,248
San Antonio	3,072,168	2,551,954	+520,214
Spokane	2,262,301	1,986,060	+276,241
Syracuse	2,795,513	2,529,170	+266,343
Toledo	3,055,322	2,879,668	+175,654
Worcester	1,870,740	1,690,142	+180,598

Totals 162,007,030 156,704,966 +5,302,064
Note references under individual newspaper lineage.

†No included in 1928 total.

	1928	1927	Change
American	1,120,700	1,133,636	-12,936
Bronx Home News	544,220	512,651	+31,569
Herald Tribune	1,863,642	1,782,064	+81,578
Times	2,846,122	2,660,934	+185,188
World	1,201,128	1,274,206	-73,078
*Mirror (tab.)	212,682	330,538	-117,856
News (tab.)	1,113,094	945,448	+167,646
*Eve. Graphic	344,664	271,060	+73,604
*Eve. Journal	1,523,028	1,357,588	+165,440
*Eve. Post	541,066	516,334	+24,732
*Eve. World	936,610	974,004	-37,394
*Sun	1,697,274	1,634,288	+62,986
*Telegram	521,642	555,814	-34,172
Bklyn Eagle	1,601,012	1,443,152	+157,860
Bklyn Times	468,710	497,966	-29,256
Standard Union	446,768	450,108	-3,340

Totals 16,982,362 16,339,791 +642,571

	1928	1927	Change
Inquirer	1,641,880	1,734,395	-92,515
Record	785,525	817,280	-31,755
Ledger	1,163,955	1,325,388	-161,433
*Eve. Ledger	1,210,983	1,335,662	-124,679
*Bulletin	1,865,316	1,783,649	+81,667

*No Sunday edition

*Sun	160,765		
*News	547,680	434,965	+112,715
Totals	7,215,339	7,592,104	-376,765

Sun discontinued February, 1928.

	1928	1927	Change
*Daily News	1,908,516	1,896,798	+11,718
Tribune	2,706,807	2,813,856	-107,049
Herald Examiner	1,251,618	1,066,599	+185,019
*Post	450,756	512,922	-62,166
*American	1,478,082	1,275,045	+203,037
*Journal	350,550	369,147	-18,597

Totals 8,146,329 7,934,367 +211,962

	1928	1927	Change
News	2,940,518	2,494,422	+446,096
Times	1,494,388	1,167,810	+326,578
Free Press	1,392,328	1,262,254	+130,074

Totals 5,827,234 4,924,486 +902,748

	1928	1927	Change
Plain Dealer	1,540,200	1,500,975	+39,225
News-Leader	1,172,625	1,062,075	+110,550
*Press	1,541,400	1,391,700	+149,700

Totals 4,254,225 3,954,750 +299,475

	1928	1927	Change
Post-Dispatch	2,112,880	2,061,920	+50,960
Globe-Dem.	1,278,600	1,285,200	-6,600
*Star	664,200	683,100	-18,900
Times	354,600	424,800	-70,200

Totals 4,410,280 4,455,020 -44,740

	1928	1927	Change
Herald	1,548,472	1,513,756	+34,716
Globe	1,442,211	1,426,850	+15,361
Post	1,414,541	1,209,468	+205,073
Advertiser	411,165	384,496	+26,669
*American	505,885	547,316	-41,431
*Transcript	650,471	665,638	-15,167

Totals 5,972,745 5,747,524 +225,221

	1928	1927	Change
Sun	1,371,958	1,404,415	-32,457
*Eve. Sun	1,780,744	1,615,210	+165,534
American	178,849	506,530	-327,681
*News	721,596	784,546	-62,950
*Post	371,415	343,826	+27,589

Totals 4,424,562 4,654,527 -229,965

	1928	1927	Change
Times	1,976,954	1,997,618	-20,664
Examiner	1,713,446	1,746,682	-33,236
*Express	795,354	813,120	-17,766
*Herald	1,424,738	1,422,806	+1,932
*Record	392,476	419,622	-27,146
News (tab.)	308,812	257,810	+51,002

Totals 6,611,780 6,657,658 -45,878

	1928	1927	Change
Courier-Expr.	1,381,009	No comp.	
Times	1,328,056	No comp.	
*News	1,534,427	No comp.	

Totals 4,243,492 No comp.

	1928	1927	Change
Chronicle	951,468	996,142	-44,674
Examiner	1,489,586	1,489,768	-182
Bulletin	615,314	568,778	+46,536
*Call	727,258	835,450	-108,192
*News	680,456	685,440	-4,984

Totals 4,464,082 4,575,578 -111,496

	1928	1927	Change
Journal	1,702,983	1,632,306	+70,677
Sentinel	657,551	750,359	-92,808
*Leader	247,818	245,383	+2,435
*Wis. News	834,804	870,523	-35,719

Totals 3,443,156 3,498,571 -55,415

	1928	1927	Change
Star	2,593,885	2,464,642	+129,243
Post	738,707	846,177	-107,470
*Eve. Times	617,428	754,175	-136,747
Herald	404,665	567,860	-163,195
*Eve. News	271,433	247,583	+23,850

Totals 4,626,118 4,880,437 -254,319

CINCINNATI

	1928	1927	Change
*Post	950,670	942,900	+7,770
*Times-Star	1,405,586	1,388,400	+17,186
Enquirer	1,260,658	1,284,900	-24,242
Tribune	317,576	302,700	+14,876

Totals 3,934,490 3,919,900 +15,590

NEW ORLEANS

	1928	1927	Change
Times-Picay.	1,715,191	1,605,511	+109,680
Item	880,799	963,464	-82,665
States	818,512	781,415	+37,097
*Tribune	564,401	672,309	-107,908

Totals 3,978,903 4,022,699 -43,796

MINNEAPOLIS

	1928	1927	Change
Tribune	1,301,470	1,197,821	+103,649
Journal	1,263,871	1,237,412	+26,459
*Star	603,121	528,771	+74,350

Totals 3,168,462 2,964,004 +204,458

SEATTLE

	1928	1927	Change
Times	1,499,554	1,391,334	+108,220
Post-Intellig.	876,568	925,960	-49,392
*Star	570,416	520,226	+50,190

Totals 2,946,538 2,837,520 +109,018

INDIANAPOLIS

	1928	1927	Change
*News	1,619,667	1,559,298	+60,369
Star	960,681	1,086,609	-125,928
*Times	559,347	508,803	+50,544

Totals 3,139,695 3,154,710 -15,015

DENVER

	1928	1927	Change
News	760,508	764,100	-3,592
Post	1,430,967	1,186,140	+244,827

Totals 2,191,475 1,950,240 +241,235

PROVIDENCE

	1928	1927	Change
Journal	962,537	929,533	+33,004
*Bulletin	1,399,287	1,237,973	+161,314
Tribune	318,232	334,518	-16,286
*News	356,779	359,967	-3,188

Totals 3,036,835 2,861,991 +174,844

COLUMBUS

	1928	1927	Change
Dispatch	1,946,497	1,823,996	+122,501
Journal	554,747	639,524	-104,777
*Citizen	998,691	1,071,209	-72,518

Totals 3,499,935 3,554,729 -54,794

LOUISVILLE

	1928	1927	Change
Courier-Journal	1,229,790	1,215,456	+14,334
Herald-Post	494,654	789,375	-294,721
*Times	1,144,353	1,044,184	+100,169

Totals 3,268,797 3,049,015 +219,782

ST. PAUL

	1928	1927	Change
*Dispatch	958,076	880,922	+77,154
Pioneer	988,904	835,822	+153,072
News	865,690	740,936	+124,754

Totals 2,812,670 2,475,690 +336,980

OAKLAND

	1928	1927	Change
Tribune	1,561,980	1,395,548	+166,432
*Post Inquirer	876,652	789,418	+87,234
†Times	97,986		

Totals 2,438,632 2,282,952 +155,680

†Oakland Times discontinued publication.

OMAHA

DAYTON			
	1928	1927	Change
News	1,442,420	1,313,060	+129,360
*Herald	923,538	858,102	+65,436
Journal	592,676	562,268	+30,408
Totals	2,958,634	2,733,430	+225,204

HOUSTON			
	1928	1927	Change
Chronicle	1,319,738	1,459,696	-139,958
Post-Dispatch ..	1,187,984	1,087,828	+100,156
*Press	692,300	715,330	-23,030
Totals	3,200,022	3,262,854	-62,832

DES MOINES			
	1928	1927	Change
Register	779,241	740,696	+38,545
*Tribune	1,069,782	989,026	+80,756
Totals	1,849,023	1,729,722	+119,301

ALBANY			
	1928	1927	Change
Knickerbocker Press	842,989	954,506	-111,517
News	696,192	782,728	-86,536
Times-Union ..	628,596	710,052	-81,456
Totals	2,167,777	2,447,286	-279,509

BRIDGEPORT			
	1928	1927	Change
Post	794,905	719,897	+75,008
Sun. Post	127,725	120,159	+7,566
Times-Star	470,772	400,797	+69,975
Sun. Herald	84,013	84,847	-834
Totals	1,477,415	1,325,700	+151,715

FORT WORTH			
	1928	1927	Change
Star-Telegram ..	1,009,554	962,542	+47,012
Record-Teleg. ..	542,780	451,528	+91,252
Ft. Worth Press.	605,990	548,618	+57,372
Totals	2,158,324	1,962,688	+195,636

KANSAS CITY (MO.)			
	1928	1927	Change
Post	697,711	518,842	+178,869
Journal Post ..	197,243	170,777	+26,466
Times	953,087	870,984	+82,103
Star	1,176,165	1,118,634	+57,531
Sunday Star	503,540	513,698	-10,158
Totals	3,527,746	3,192,935	+334,811

MIAMI			
	1928	1927	Change
Miami Herald...	776,300	802,088	-25,788
News Metropolis	474,271	532,700	-58,429
Totals	1,250,571	1,334,788	-84,217

NEWARK			
	1928	1927	Change
Newark News**.	1,937,805	1,821,755	+116,050
**No other figures for Newark available.			

OKLAHOMA			
	1928	1927	Change
Oklahoman	624,750	591,066	+33,684
Sun. Oklahoman.	299,628	272,734	+26,894
Times	806,820	713,720	+93,100
News	622,846	483,042	+139,804
Totals	2,354,044	2,060,562	+293,482

PORTLAND			
	1928	1927	Change
Oregonian	76,550	76,016	+534
Journal	65,711	70,777	-5,066
Telegram	43,883	38,066	+5,817
News	31,513	33,493	-1,980
Totals	217,657	218,352	-695

ROCHESTER			
	1928	1927	Change
Journal	952,649	984,556	-31,907
Times-Union ..	1,312,789	1,221,644	+91,145
Dem. & Chron. .	1,358,387	1,450,600	-92,213
Totals	3,623,825	3,656,800	-32,975

SALT LAKE CITY			
	1928	1927	Change
Tribune	1,100,568	995,806	+104,762
Telegram	581,616	518,378	+63,238
News	492,856	398,608	+94,248
Totals	2,175,040	1,912,792	+262,248

SAN ANTONIO			
	1928	1927	Change
Express (Daily) .	663,359	522,719	+140,640
Sunday Express .	428,339	385,245	+43,094
News	939,576	791,012	+148,564
Light (Daily) ..	705,952	571,253	+134,699
Sunday Light ..	334,942	281,725	+53,217
Totals	3,072,168	2,551,954	+520,214

TOLEDO			
	1928	1927	Change
Blade	1,447,112	1,387,319	+59,793
News-Bee	890,920	826,705	+64,215
Times	717,290	665,644	+51,646
Totals	3,055,322	2,879,668	+175,654

WORCESTER			
	1928	1927	Change
Telegram	790,090	690,207	+99,883
Sun. Telegram...	252,539	234,027	+18,512
Eve. Gazette	828,111	765,908	+62,203
Totals	1,870,740	1,690,142	+180,598

Business Indices

Indications at the close of the year are generally favorable. All trade reviews agree that the holiday buying was on an unprecedented scale and the bank figures afford conclusive evidence of a volume of transactions never equaled in our annals of business. This is not yet true of distribution of goods, car loadings still falling somewhat short of the totals of 1926, but the margin against current activities is dwindling so rapidly as to warrant the belief that the new year will witness new high leads in this respect also. Money remains tight and there is no great hope of relaxation in the immediate future. It is evident, however, that legitimate demands of business are being met without undue strain. Commodity prices seem to have found a position of equilibrium.

Total Transactions

Disregarding bank clearings, which were distended out of all proportions last week by the Christmas buying, we find in the debits against individual accounts solid reasons for believing that fundamental business is moving at top speed. The total for the week ended December 19, \$20,059,810,000, was 23.2 per cent above that reached in the same week last year with gains aggregating 12.1 per cent in every district outside New York save one.

Credit Conditions

Money, owing to the continued speculative demand, commanded high rates, the call market ruling between 6 and 8. Time money was still firm at 7½ to 7¾ while commercial paper was stable at 5½ to 5¾.

Margin of Profit

Commodity prices were scarcely changed during the week, the Irving Fisher index standing at 96.9, compared with 96.8 the week before. The most notable feature was the arrest of the decline which has been in progress for about two months.

Irving C. Bilow, advertising agency, is now located at 333 North Michigan avenue, Chicago.

A Recent Investigation

made by a group of Washington merchants into local newspaper coverage showed that The Star—Evening and Sunday—is read regularly in over 80% of all homes in the National Capital; and in over 90% of the better homes.

Washington is a highly concentrated market, richer than any one of eleven states, and thoroughly covered by ONE NEWSPAPER—THE STAR—AT MINIMUM COST.

The Evening Star

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office: Chicago Office:
DAN A. CARROLL J. E. LUTZ
110 E. 42d Street Tower Building

83,422 People in
Harrisburg, Pa.—
225,000 in the
Retail Trading
Area—that's
some market!

45,000 circulation
at 11c a line is an
adequate, economical
newspaper coverage

HARRISBURG TELEGRAPH

Central Pennsylvania's
Greatest Daily

STORY, BROOKS & FINLEY

New York - Chicago
Philadelphia



This company is generously equipped with the practical knowledge, mechanical equipment, big-scale production methods, and modern cost-control systems which are essential for low-cost manufacture of catalogs in large and small capacities.

Write for our "Customer's Helpful Specification Sheet," which will enable us to assist you in the development of a catalog best suited to your individual needs. Also, ask for a free copy of "What a Business Man Should Know About Printing and Book Binding." It is a valuable treatise which should be in every executive's library.

W. B. CONKEY CO., Hammond, Ind.

Printers
Binders
and Book
Manufacturers



Branch
Offices:
Chicago and
New York

The Mark of Good Printing Since 1877

The Five and Ten Goes Modern

(Continued from page 781)

design. Other commodities have stopped short with a new coat of brilliant modern color and have not yet "gone modern" in pattern.

Beginning with the line of bathroom fixtures, modern art has here left its variegated imprint in the Saturday Night Spirit of the Bath. Bathtub soap dishes in ocean green, wash-bowl soap dishes in ultramarine blue—the latter executed in an unornamented oval design, verdant towel bars, deep-sea colored glass shelf racks, opaque shaving cups and toothbrush mugs in solid greens and solid blues, all in sea tones and extremely modern patterns.

Fitting the Knives to the Mood

In the line of Five and Ten kitchen utensils, modern art is no stepchild either. The color range here is wider and more imaginative than in the bathroom "line." For the length of two counters they stretch,—egg-beaters, paring knives, bread knives, salad forks, tea strainers, vegetable colanders, potato and carrot brushes, can openers, pancake flappers, apple corers, spoons, forks,—big and little, of many sizes and descriptions. To be sure, knives and forks with handles of the same color—if not the same material—may be had at Black, Starr and Frost, in breakfast sets for \$65 the dozen—but this cheerful tableware is imported. Apparently many domestic manufacturers are still wary of the capricious morning mood of the American business man and are unwilling to involve the good wife in a purchase of red-handled breakfast knives should her husband be given to fitful blue-handled moods of an early morning. Picture such a catastrophe in an American home! Happily there is always the Five and Ten to meet these connubial emergencies. If hubby awakens in a golf-playing mood and begins to sing while he tubs and shaves, it is obviously the cue for mamma to bring out the gay, lemon-handled Woolworth implements which match the yellow crocus centerpiece, and thus, by subtle suggestion, prolong the lord and master's sprightly mood. On the other hand, when hubby has an attack of morning blues, think of the deep satisfaction to be found in the restful, azure-handled knives and forks. For the important mornings when papa wakes up full of determination to land "that contract" there is the arousing red of the ruby-handled set.

But the *moderne* resources of the Five and Ten are by no means exhausted when breakfast's over. A supply of the latest glass boutonnieres come in red and green and orange. Other pieces of glass in the modern manner may be found at the perfumery counter where glass deer and other woody animals filled with Woolworth scent are perched in cute, frolicsome postures so as to best display their inner contents. These are distinctly a bargain at ten cents when it is recalled that the modern glass containers in the department stores and beauty shops, *not* filled, however, with Woolworth perfume, soar into fancy prices, twenty and thirty dollars for perfume-filled figurines no larger than the ten-cent deer.

To carry out the bright, modern color schemes in rooms other than the kitchen and the bath there are electric lamps in solid brick red, others in the same green of the bathroom fixtures; candlesticks brilliantly enameled, a carnation pink with a single black stripe, a solid maroon, a lapis lazuli blue.

Latest Angles at Ten Cents

Candles of all colors—the new plain candles and not the old-fashioned fluted candles, mauve, lavender, black, rose and all the primary colors range from five to ten cents, depending on the size. Lamp shades for ten cents in modern designs, utilizing in pattern sharp angles and jutting lines or circles superimposed upon circles, vie with door-stops of cats and dogs, embryonic moderns these and still in the process of evolution. Coat hangers decorated in all the choice colors of the kitchen utensils and bathroom fixtures, and hat stands in bright blues, pinks, greens and yellows, are among the miscellaneous modern merchandise at the Five and Ten.

The modern manner is also evident among the dishes where bold patterns of orange flowers on white and yellow backgrounds, supplemented by virecent green leaves, shout their willingness to join in the parade.

Salts and peppers in the shape of blue elephants, ducks, geese, little houses, the green ash trays displaying cigarette bowls with fiery red tops, the flower bowls in new geometrical designs and declamatory colors, the vases in jet blacks and jaundiced yellows, the ash receivers in a wide variety of vivid modern color and design, the oilcloth in solid high colors, the hot

**Welcome
to New York and the
Alamar**
BROADWAY & 71st ST.
Telephone, Edicott 5000

A Masterpiece of Modern
Hotel Creation, Offering
Every Convenience. Six hundred
spacious rooms each with
Bath, Shower and Servidor.
For exceptional dining The
Blue Room and Bonbonniere.

**TARIFF MODERATE
UNDER KNOTT MANAGEMENT**
Wire at OUR expense for
Reservations!

dish and pot holders in liberated designs, even the percolator tops, gesturing at modernism with dandy little rosettes of bright red and green enameled on their tips, pull up in the vanguard of the Woolworth *Marche moderne*.

At the jewelry counter, where a mob of women and girls, well dressed for the most part, are constantly milling around, grabbing for pins and earrings and beads, pawing and pushing, all intent upon five- and ten-cent gew-gaws. Here the modern flat triangular chains of beads may be had for a dime. Large, queer-colored pins hopefully aping the modern mood, earrings and gentlemen's cuff links in triangular and octagonal shapes and excessively bright colors, are also to be had for a nickel or a dime.

Eager-Eyed Bargain Seekers

The Five and Ten crowds are, for the most part, quiet, eager-eyed bargain seekers. There are the innumerable women wearing handsome badger collars on imported coats, pushing up to the stationery counter for the colored telephone pads and bridge scores. At the crockery counter young couples are in evidence buying the giddy plates and cups and saucers by the dozens.

Evidently the Five- and Ten-cent Limitation is a stimulus to modernism. Where the customer might justifiably object to paying \$65 for a few red-handled knives, he is ready to risk the experiment of colored handles at ten cents apiece. Like the young lady pausing over the glass boutonnieres and remarking to her girl friend, "Them ain't natural," but eventually buying one when her friend urged, "Be a sport, kid," so the public, no matter how unnatural or far-fetched the old familiar pieces of merchandise may be rigged up in the "modern manner," they are ready to be good sports to the tune of a nickel and a dime. And while many of them will be slow to catch on, like the old Irish woman at the Kitchen Utensils counter who mistook the canary-yellow vegetable brush for a new-fangled hat ornament, the Woolworth Bazaars will continue to disport themselves in the mood *moderne* until eventually,—who knows?—the public may be won over, heart, soul and pocketbook, to Modernism in its highest-priced phases.

One hundred and seventy-two sales were made on the floor at the introduction, at Detroit, recently, of the new Whippet fours and sixes. A total of 23,477 persons visited the display during the first two days of the Detroit showing.



LONGACRE... 1770

THE RELIANCE REPRODUCTION CO.

PHOTO - ENGRAVERS
LINE, HALF-TONE
BEN-DAY
3 & 4 COLOR PROCESS
OPERATING 24 HOURS A DAY

240 WEST 40TH ST.
NEW YORK CITY



"A Gigantic Workshop
With Sky for a Roof"

THE BEAUMONT TRADE
TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

Covered Only by

BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Ask Beckwith—He Knows

20,273,876 LINES

Carried in 1927

F TOTAL ADVERTISING

I NATIONAL ADVERTISING

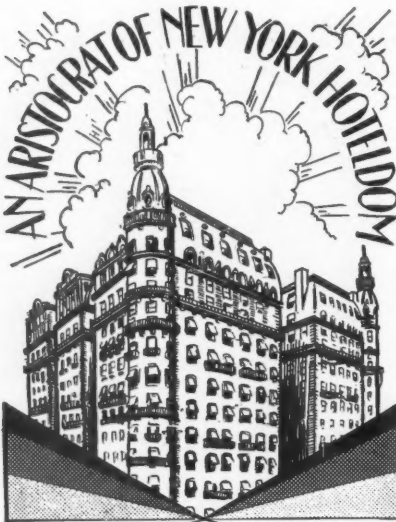
R LOCAL ADVERTISING

S CLASSIFIED

T ADVERTISING

San Antonio Express
SAN ANTONIO EVENING NEWS

AN ARISTOCRAT OF NEW YORK HOTELS



THE ANSONIA
BROADWAY AT 73 ST. NEW YORK

Patrons of Prominence Choose The Ansonia!!

1400 Homelike Rooms
very spacious and sumptuous furnishings

—Rates Will Surely Please—

Room with private bath \$3 per day up
For two \$5 per day up
Parlor, Bedroom & Bath \$6 per day up

Restaurants of exceptional merit!
Wire at our expense for Reservations

FREE

If you are tired of groping for words that accurately express your thoughts, write for a free copy of

"How Dr. Johnson Would Marvel,"

which shows how you can have instantly available the exact word for your every shade of meaning.

HISTORICAL PUBLISHING CO.
Dept. SMX. 1334 Cherry Street Philadelphia

THE TAXI WEEKLY

COVERS THE WHOLE CAB INDUSTRY

New York Edition goes to 10,000 taxicab individual fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

Published in Its Own Printing Plant at 54 West 74th Street—New York City

Graham Brothers Use Talking Movies to Reach Dealers

(Continued from page 775)

recording was not entirely satisfactory either, so the one that is being used was made in America, after all.

After the addresses of the three brothers there is a short sequence with music—Arthur Pryor's Graham-Paige Legion march—and a spoken epilogue by Mr. Atwill.

The film is being presented in thirty cities by two road crews, each consisting of a representative of the sales department of the corporation and a special operator supplied by the motion picture manufacturer.

The portable apparatus, including the projector, sound-reproducing devices and amplifiers, are packed in three special trunks, each slightly larger than the ordinary wardrobe trunk. The use of transformers makes it possible to operate the mechanism from the usual light socket. The projector is set up and its sound-reproducing device connected to the amplifier back of the screen. The synchronism is automatic, for the sounds are recorded on the picture film itself.

Showings Held for a Month

The showings began November 23 and continued until about December 21, with one crew traveling East, the other West.

The meetings are held only in the principal cities and are under the auspices of the distributors in those cities. There is a luncheon at a local hotel, attended by all the Graham-Paige distributors and dealers in the territory, together with the local factory representatives and perhaps a few invited friends, and the "show" is put on in the private dining room.

Before the road crews started out, every distributor in the country was called by long-distance telephone from the factory in Detroit, told of the coming of the exhibition and urged to have every dealer in his territory present. This was followed by a form letter and invitation. The distributors, in turn, called their dealers on the 'phone, using long-distance where necessary, and urged them to be present at the showing. Then a day or two before the crew was to arrive in a given city, the sales representative in charge called the distributor by long-distance, told him what time they would arrive, learned of the preparations that had been made, and again urged that as large an attendance as

possible be secured.

It is said that the attendance at each showing averaged fifty or more.

Advantage was taken of the opportunity to hold a stirring sales meeting, line up new dealers, get dealers to make driveaways, and promote enthusiasm in every way possible.

The cost of producing the talking picture and of the apparatus totaled about \$19,500, and the cost of presenting it is expected to be between \$3,000 and \$3,500. It is said that the production cost was high because this was the first time such a picture has been made; that the experience gained on this occasion would enable the sponsors to do the same thing again at much lower cost.

Graham-Paige executives are highly enthusiastic over the matter, however, and they expressed their full determination to make further use of the medium.

Possibilities Limitless

"This is merely a beginning," they said. "The possibilities of the talking-motion picture in business are almost limitless and we already have plans for making extensive use of the medium. Anyone who has attended a motion picture theater where sound films are presented has already been impressed by the marvelous possibilities of such an aid in the sales field, so it isn't necessary to dwell on its numerous features. Suffice to say that in this case those who had previously heard the Graham brothers speak were impressed by the naturalness of the reproduction, which not only showed every mannerism of each speaker, but also faithfully reproduced every little characteristic of voice and delivery, and that those who had not heard them speak before remarked that they felt as if they had met the brothers personally.

"We have used motion pictures before and the phonograph has often been utilized to carry a message from an executive to his organization. Both of these plans were helpful, but each lacked the realism of image and voice together. The talking-motion picture would seem to be the nearest possible approach to a personal appearance one can make without actually being there in the flesh. Television will be a step nearer, but even television will lack the values which can be presented through talking pictures.

" , , , and Dallas is free from traditions that hold back progress in some other sections"

, , Taken verbatim from an engineer's report on Dallas as an industrial center.

636

New Business Establishments First 10 Months of 1928

Today, DALLAS has the greatest enrollment of industries in its history. Why? Because DALLAS is the capital of a new economic empire—the great Southwest! Business is good here, and American industries are fast discovering the fact. When DALLAS called a famous group of industrial engineers in to study her position, instructions were given to make that study *impartial*. The engineers reported that of all industries, 18 specific businesses would find unsurpassed opportunity here.

Intelligent white labor, reasonable living scales, rich natural resources, quick transportation, adequate and favorable financing facilities, a huge and healthy market—these are the advantages that DALLAS has told the world about. And the world is watching DALLAS.

Send for the impartial reports listed below. Number 4 is essential; it's already checked.

Engineers' reports on the opportunity that awaits your business here are ready—mail the coupon.



Dallas

Industrial and Distribution Center of the Southwest—Twelve Million People—Six Billion Dollar Market

Industrial Dallas, Inc.,

1178 Chamber of Commerce Bldg., Dallas, Texas.

Please send the reports checked below to my attention:

Name _____ Title _____

Company _____

Address _____

- | | | |
|---|--|--|
| <input type="checkbox"/> 1. Market Map of the Southwest | <input checked="" type="checkbox"/> 3. Dallas—Distribution Center | <input type="checkbox"/> 6. The Growth of Dallas |
| <input type="checkbox"/> 2. The Southwest—Six Billion Dollar Market | <input checked="" type="checkbox"/> 4. Industrial Survey of Dallas | <input type="checkbox"/> 7. Texas Corporation Laws |
| | <input type="checkbox"/> 5. Dallas as a City in Which to Live | |

ADVERTISERS bought 25% more space in the Southern Planter during the past nine months than during the corresponding period last year. 89 years young but still growing!

Long ago space buyers learned that this paper has more than reader influence—it has reader *friendship*—is read as few papers are read. Ample proof of this is found whenever returns are keyed.

Those who love the melody of the mashie and the carol of the cleek are justly proud when they take fewer strokes to go around the course. We, too, are proud because every dollar spent for space in the S. P. is proven to go so far whenever the advertising yardstick is applied.

Golfingly speaking, the Planter at 89 years of age is always in the first flight and not infrequently turns in the best medal score.

If you are interested in a responsive farm market, let us send you copies of "The Southern Planter and Its Territory." **THE SOUTHERN PLANTER**, Richmond, Va., Established 1840.

Riddle & Young Co., Special Representatives: Chicago, New York, Kansas City, Atlanta.

Write for a copy of "The Southern Planter and Its Territory."



Home of the Southern Planter



This Issue at a Glance

Dealer Relations

Graham Brothers have seized upon the new talking motion picture and converted it into a sales tool. All company dealers are being interested in the coming dealer convention through this medium. Page 777.

Distribution

H. C. North continues his series on distribution's changing currents, this time with a discussion of "How and When Factory-Owned Retail Stores Are Profitable." Although the first few articles in the series deal entirely with trends in the shoe field, the developments in this particular industry are typical of what is happening in many other lines of business. Page 774.

General

Henry Ford's edict that the small British investor was to be favored in the allotments of the stock of the new Ford Motor Company, Ltd., of England, constitutes one of the most interesting strokes of sales strategy in the present operations of the motor car industry. The object of Mr. Ford's policy is, obviously, to popularize the Ford car among the small investors who form his prospects in Britain. Details will be found on page 786.

Frank C. Lowry, president, the American Sugar and Coffee Exchange, Inc., and Lowry & Company, Inc., replies to the remarks concerning Lucky Strike advertising made in last week's issue by George Washington Hill, president, The American Tobacco Company. Page 790.

Handling Salesmen

He was a top-notch salesman. His only fault was that he couldn't resist marking every order "rush." How his

sales manager cured him forever of this habit is told in an article by John Garth. Page 782.

Management

The high cost of guessing at consumer demand, at markets, at quotas and at other factors in the sales task, is the theme of an article by Eugene Whitmore. He points out that the consumer will no longer assume the burden of excess costs due to antiquated sales management methods, but will patronize the chains, the mail order houses or other types of business where management is built on facts and overhead has been boiled out to the limit. What happened when several companies stopped guessing is also told in the article. Page 771.

Mergers

"How the Endless Chain of Sidelines and By-Products Forces Mergers" is the angle of this week's discussion of "An Outline of Mergers," by John Allen Murphy. The fifth article in a series which is proving among the most popular features **SALES MANAGEMENT** has ever printed. Page 778.

Sales Letters

The final article by Edward H. Schulze in a series on "New Ways to Make Sales Letters Pay" deals with methods for getting more business from old customers. It contains some practical "lifiable" ideas. Page 784.

Style

It behooves the manufacturers of standard merchandise to step lively if they want to keep ahead of the imitators who make variety store goods, says a writer who was impressed with the up-to-dateness of articles found in the Five and Ten. Page 781.

The Spokesman-Review and Spokane Chronicle

Announce—Effective Dec. 10th, 1928

AN ASSOCIATED RATE

Saving National Advertisers

\$23.80 to \$71.40 Per Page

Also Saving Time

Thru ONE Order
Thru ONE Payment

Admittedly

"A Choice Two-Paper Buy"

93,000 Circulation—86% UNduplicated—But
Privilege of 3 days' Leeway Between Insertions
—If Wanted

WHILE THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE are separate and distinct newspapers and not sold in combination to the subscriber, they announce an associated rate for the national advertiser of 27c a line flat for the two dailies and 29c a line flat for the Sunday SPOKESMAN-REVIEW and Daily CHRONICLE—CHRONICLE advertisers may use either Daily or Sunday SPOKESMAN-REVIEW. This means a saving of \$23.80 to \$71.40 per page, based upon present gross rates; plus saving in time for national advertisers and their agencies, as only one order and one payment will be necessary to cover insertions in both papers.

Furthermore, while the 93,000 combined circulation is proven 86% UNduplicated, a three-days' leeway between insertions in the respective papers is given, if wanted (insertions may start in either paper). Same copy and same size advertisements must appear in both papers. Using cooperatively the same mechanical plants makes it possible to pass along to the advertiser this saving in production.

All contracts made by national advertisers now using both papers, providing for 15c minimum rate in the Daily SPOKESMAN-REVIEW and 13c in the SPOKANE CHRONICLE, or 17c in the Sunday SPOKESMAN-REVIEW, will be given advantage of the 27c flat associated rate for the two dailies, or 29c flat for the Sunday REVIEW and Daily CHRONICLE, on and after December 10th, under conditions enumerated.

The majority of national advertisers already use both THE SPOKESMAN-REVIEW and CHRONICLE consistently. The number has increased rapidly, which accounts largely for the phenomenal gain of 423,373 lines of national advertising the first 11 months of 1928—by far the largest gain of any city in the Pacific Northwest. Most of the 93,000 combined circulation is confined to the 101,735 urban families in Spokane and the 522 hustling cities and towns of the field (66 over 1,000 population), with a per family wealth \$3,104 above nation's average—truly an exceptional market, well worth winning completely, and now provided through a substantial discount brought about through cooperative effort.

For Detailed Market Information

Write: Review-Chronicle National Advertising Bureau, Spokane

Or See

REPRESENTATIVES:

Wm. J. Morton Company
New York Chicago

M. C. Mogensen & Company, Inc.
San Francisco Los Angeles
Portland Seattle

Bureau of Advertising A. N. P. A. STANDARD MARKET SURVEY of Cleveland, Ohio

now ready for distribution

THE most practical and comprehensive picture of the Cleveland Market ever presented — modeled after the Standard Market Survey recommended by the Bureau of Advertising, A. N. P. A.—is now ready for distribution.

The Cleveland Press, in conjunction with the Cleveland Chamber of Commerce, has compiled and now presents in brief, compact form, a complete picture of the city's possibilities for the sale of advertised products.

The facts are authentic, the statistics are up-to-date, the presentation is unbiased, reliable. Copies are free to all interested business institutions, but the supply is limited.

Write, today, to the National Advertising Department, The Press, East 9th and Rockwell, Cleveland, Ohio.



Eight pages—8½x11"—Filing Size—2 colors—for permanent reference—maps—charts—complete data tables on population and buying power—sectional and total—most recent tabulation of wholesale and retail outlets — detailed population breakdown — accurate market analysis — most complete picture of Cleveland's sales possibilities ever assembled, Transportation, Buying Power, Retail Trade, Population, Topography, Geography, Industry, Welfare, Market.

**The Press
is the
First
Advertising
Buy in
Cleveland**

The Cleveland Press

NATIONAL ADVERTISING
250 Park Avenue, New York City
Atlanta . Detroit . San Francisco
CLEVELAND'S FIRST



TISING DEPARTMENT
400 N. Michigan Blvd., Chicago
Philadelphia . Los Angeles

ADVERTISING BUY!

These actual results from advertising in The New York Times Magazine—

*cost per inquiry lowest; quality of response high;
long life of advertising—*

MILNESIA LABORATORIES, INCORPORATED
11 EAST 36TH STREET
NEW YORK, N. Y.

December 7, 1928

The New York Times,
New York, New York.

Gentlemen:

Permit us to express our appreciation of the very excellent results that have followed our fall advertising campaign in The New York Times Magazine.

No more convincing proof of The Times standing as a national medium can be shown than the record of inquiries received by us during the past three months. Not only have these inquiries come from every state in the Union, but from at least eight foreign countries. Some fifteen large metropolitan papers were used in this campaign, and the cost per inquiry of The Times was lower than that of any other paper used.

We are interested not alone in the volume of inquiries, but in the quality of the people responding; also in the extraordinarily long life of The Times Magazine, inquiries continuing to come in for weeks after the insertion.

We are so pleased with these results that we are making The Times Magazine the backbone of our spring advertising campaign in New York, and anticipate the same degree of success.

Yours very truly,

Wm. S. Johnson
Vice-President.

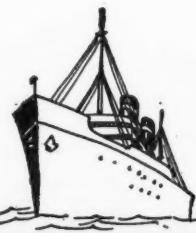


The New York Times Magazine

A Part of the Sunday Edition

NET PAID SALE 750,000—ALL ADVERTISING SUBJECT TO CENSORSHIP

*The mountain
would not
come to
Mahomet*



THE SEA CAME TO HOUSTON

MAKING A GREAT CITY - GREATER

BUT a few years ago, Houston was only one of the many thriving, growing inland cities of the Southwest.

To-day, Houston is recognized as the greatest inland port in the world, with the large ships of all nations making her port on regular schedule.

Houston did not go to the sea, but the sea came to Houston, and in coming made a great city greater in that it established Houston as the trade center for the vast, wealthy and productive area as represented by Arkansas, Oklahoma, Louisiana, New Mexico and Texas.

Seventeen railways further establish the prestige of this city as an important location for the distributor or manufacturer, who is seeking a greater outlet for his products.

*Looking toward tomorrow, investigate to-day by
writing for a personal survey of what Houston
has to offer in your particular line of business*

INDUSTRIAL DEPARTMENT

CHAMBER of COMMERCE

HOUSTON, TEXAS

More Than
200,000
Daily

Los Angeles Examiner

More Than
440,000
Sunday

"Greatest Salesman in the West"

5c Daily

DECEMBER 29, 1928

10c Sunday

SANTA FE CIGAR SALES BOOSTED 40% BY USE OF EXAMINER EXCLUSIVELY

CIGAR TREND IS DOWN ELSEWHERE

IT may be true that the curve on cigar-smoking tends downward. But, in Los Angeles, far more Santa Fe cigars are being smoked this year than last, and a large part of the credit goes to The Examiner. We offer the following documentary evidence from Louis Sensenbrenner, member of the firm which distributes Santa Fe's in Los Angeles territory:

50 Per Cent By January 1

"You will be interested to know," he writes, "that our sales on Santa Fe cigars have shown an increase of 40% over this same period last year, with every indication pointing to a possible 50% or more increase by the end of 1928.

"In view of the fact that our advertising in Southern California has been confined to the Los Angeles Examiner, much of the credit for this phenomenal showing must be given to your splendid medium.

"We wish to take this opportunity to express our sincere appreciation for the whole-hearted constructive help and co-operation extended us by your Merchandising Service Department in enlisting and sustaining the interest of the trade in Santa Fe cigars.

New Schedule

"Perhaps the best evidence of our appreciation is our new schedule which will be released to you by Hubbard G. Robinson Company, our advertising agency, calling for a much larger use of space in The Examiner exclusively during the coming year."

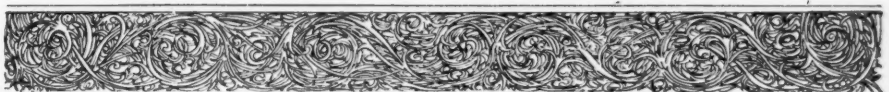
49 Out of 62 Say

"Yes, We Read It!"

RECENT analyses of newspaper preference by professional men of Los Angeles, augmented by additional surveys along "financial row," were strengthened again a few days ago as a result of a piece of merchandising work done for the Geyer Company, which places Frigidaire advertising.

The Examiner sent members of its Merchandising Service staff to 62 homes where Frigidaire were owned, the list of names being provided by the Geyer Company. We thought we'd find out a piece of information for ourselves when we'd gotten what the Geyer people wanted, so we asked them if they read The Examiner.

Forty-nine of the 62 did!



"Why I read and like the Los Angeles Examiner"

"MR. DURLIN and I have taken The Examiner for the past twenty years. We believe the Hearst papers throughout the country represent the highest type of efficiency in their manner of presenting news, and in general makeup. The Los Angeles Examiner is easy to read. It would be difficult to designate any one section as more pleasing than the other. Mr. Durlin reads the Sunday paper, for instance, with me. He peruses the news and then the magazine section. I read the society, news, clubs and Arthur Brisbane, whom I consider the foremost newspaper writer of the country. Then I read the magazine section and Mr. Durlin the pages I have already looked through. We divide the comic strips and read them aloud. They are as much fun as attending a rattling good comedy. Perhaps I might say that I read all the department store advertising religiously and when I use a paper for advertising purposes as I do frequently, being a property holder—I use The Examiner."

Mrs. Jackson F. Durlin



Mrs. Jackson Durlin, president of the Scribblers; recording secretary Los Angeles Shakespeare Club; recording secretary and treasurer, League of American Penwomen.

A PAPER FOR PEOPLE WHO THINK AND DO



"Couldn't Take Care of Crowds," Says Realtor

WE draw the following kind words from a communication written by Howard Wood, general manager of the Heffron-McCray-St. John Company, owners and developers of Toluca Lake Park, an exclusive subdivision where people build charming homes beside a lake and a golf-course. The letter was directed to Smith-Lindsey, Inc., creators of Toluca Lake Park advertising.

"It gives me pleasure to compliment your office on the excellent results obtained by our

advertising which appeared in the Sport Section of the Los Angeles Examiner on Saturday, November 3.

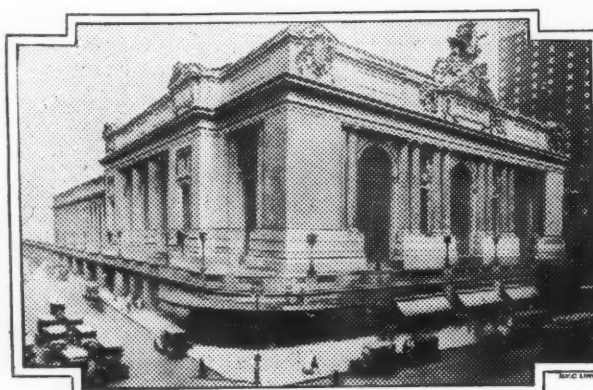
"We had an overflow of more people than our sales representatives could adequately care for at Toluca Lake Park the following day. Also, members of our syndicates, who are among the most influential business men of Los Angeles and Hollywood, took pains to call and express their appreciation."

ONE OF THE 28 HEARST NEWSPAPERS READ BY MORE THAN 20,000,000 PEOPLE

Member of International News Service and
Universal Service

Member of Associated Press
Member of A. B. C.

At the Gateway of the World's Wealthiest Suburbs



The station as seen from Forty-second street
and Vanderbilt Avenue.



Photograph of the upper level of the station
looking west.

News stands in Grand Central Station, used by residents of Westchester County, sell more copies of *The Sun* than of any other newspaper.

Newspapers bought in the afternoon by Westchester commuters are *taken* into the most prosperous suburban homes in this country.

The Sun

NEW YORK

The Newspaper of Distinction in its Readers, its News and its Advertising

Average net paid circulation of the Kansas City Star for November this year and November, 1927. Only copies actually paid for by readers in cash are included in this statement.

	Evening	Morning	Sunday
CITY—	1928.... 155,328	154,409	152,367
	1927.... 144,120	140,852	142,979
SUBURBAN—	1928.... 28,983	28,853	28,530
	1927.... 24,654	24,606	27,479
COUNTRY—	1928.... 84,701	85,563	122,078
	1927.... 79,547	79,844	118,750
TOTALS—	1928.... 269,012	268,825	302,975
	1927.... 248,321	245,302	289,208
	20,691 Gain	23,523 Gain	13,767 Gain

In November The Kansas City Star printed 2,647,084 lines of paid advertising, a gain of 121,494 lines over November, 1927.

Sixth Month of Circulation Records and Advertising Gains!

FOR the sixth successive month The Kansas City Star has broken its circulation records. And in each month of the six-month period it has made substantial advertising gains over the corresponding month of last year.

The Star now has 269,012 subscribers. This is the November average for the evening issue. It is a gain of 20,691 subscribers over November, 1927 and is the largest circulation in the history of The Star.

Attention is directed to the city circulation of 155,328 subscribers. As there are 148,801 families in Greater Kansas City, The Star's city circulation exceeds the number of families by 6,527 copies. This condition is due to the fact that some families subscribe for more than one copy of The Star and also to the practice of many business men in having The Star delivered to their offices as well as their homes.

As shown in the statement, The Star printed 2,647,084 lines of paid advertising in November. This is a gain of 121,494 lines over the splendid lineage of November last year. It is the largest November total in the history of The Star.

THE KANSAS CITY STAR

New York Office
15 E. 40th Street

Chicago Office
1418 Century Bldg.



ELEPHANTS—

POLAR BEARS—

NEVERYTHING!

IN starting your Christmas Club account you are providing not for a rainy-day but for a sunny-day—to make a Merry Christmas merrier. The Christmas Club check will insure no late Christmas bills to spoil the Christmas spirit.

NATIONAL NEWARK & ESSEX BANKING COMPANY
Ironbound Office NEWARK, NEW JERSEY
Ferry & Van Buren Streets
Established in 1804 Member Federal Reserve System



(George L. Dyer)

Another example of a bank's use of posed photographs in its advertising, a rarity in financial pages.

Excellent advice which combines immediate sales appeal with institutional copy most dextrously.

The Advertising Gallery

AREN'T WE ALL LETTING DOWN A LITTLE?

Why Not Get Into Evening Clothes Tonight?



Dress shirts, \$2.25 to \$5.50. Suits, \$12.50 to \$25.00. Ties, \$1.50 to \$2.50. Linen, \$5.00 to \$10.00.

Waistcoats, \$4.00 to \$12.75. Waistcoat buttons, \$2.00 to \$4.00. Braces, \$1.00 to \$2.00. Collar, \$2.00.



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Chief Clerk, New Building



PUT away your business cares along with the business suit. Even if you do wear jar-proof rubber heels, sit behind "sun-ray" glass, surround yourself with wireless typewriters, and drink medicated milk—we'll wager you're still tired and a little straight when the day is over. Get into a dinner coat tonight! You will be keeping an old custom—and one of the best—dressing for dinner.

Men's Clothing—5 City Place, New Building
Men's Furnishings—500 City Place, New Building
MACY'S
36th STREET AND BROADWAY
Store Hours: 9 A. M. to 6 P. M.

(Direct)

NATIONAL ADVERTISING RECORDS

(Est. 1925)

1. Advertising Agencies

All Agency Principals, Account Executives, Space Buyers and Heads of Research Departments require accurate, detailed and unbiased information regarding the activities of clients' competitors in order to efficiently plan and guide the expenditures of their clients in various product fields. In similar manner, the activities of prospective clients may be most intelligently and effectively studied.

In the national fields of General Magazines, Farm Publications and Radio Broadcast advertising—these being the three important fields covered by N. A. R. service—the amount expended by any individual Advertiser as well as the size of space and the publications used, are immediately available each month of the year. A convenient cross reference is given whenever an Advertiser is using two or more of these fields in any current month.

As a guide to the Space Buyers, N. A. R. Monthly Analysis of Publication Advertising offers an index of the activity of each publication in the volume of advertising carried monthly in each product field.

2. Publishers

The successful Publishers of national magazines are especially dependent upon a complete knowledge of what Advertisers are using space each month, in not only competitive media, but in the entire national magazine field. N. A. R.'s method of listing each Advertiser under a separate product classification, with complete list of publications and space used, and the space used also translated into dollars expended, keeps all Publishers fully informed regarding their national advertising market. The further fact that so large a group of national magazines are shown in N. A. R.'s service, gives all Publishers a more complete visualization of the concerns who advertise in the national magazine field than can be gained through any other source. It is estimated that fully 90 per cent of the National Magazine advertising volume is represented in the publications listed monthly in N. A. R. service.

The N. A. R. Monthly Analysis of Magazine Advertising enables Publishers and representatives to compare the advertising volume carried by their own national magazines in every product field with not only competitive media, but with all other publications in the national field.

3. Advertisers

National Advertisers who are extensively operating in the National field require a broader visualization of competitors' activities than that shown in any single product field of N. A. R. For such Advertisers, N. A. R. complete service is more desirable as it enables a comparison to be made of the Advertisers in one or more product fields with those of all other product fields. Such a visualization is important and is so regarded by many leading National Advertisers who are subscribers to N. A. R. complete service.

The BLUE BOOK of Advertising Records

covering the

NATIONAL Magazine, Farm and Radio Broadcasting Fields

A few of the more prominent N.A.R.
Service Subscribers

Advertising Agencies

F. W. Armstrong Co.....Phila	Keeler & Stites Co.....Cinn.
Atherton & Currier.....N. Y.	H. E. Lesan Adv. Agency.....N. Y.
Barton, Durstine & Osborn.....N. Y.	H. K. McCann Co.....N. Y.
George Batten Co.....N. Y.	MacManus Co.....Detroit
Blaker Adv. Co.....N. Y.	Manternach Co.....Hartford
Calkins & Holden.....N. Y.	Newell-Emmet Co.....New York
Campbell-Ewald Co.....Detroit	George Harrison Phelps, Inc.....Detroit
Chappelow Adv. Co.....St. Louis	Prather-Allen & Heaton.....Cinn.
D'Arcy Adv. Co.....St. Louis	Proctor & Collier Co.....Cinn.
Dorrance-Sullivan & Co.....N. Y.	Ruthrauff & Ryan.....N. Y.
George L. Dyer Co.....N. Y.	Frank Seaman, Inc.....N. Y.
Erwin, Wasey & Co.....Chicago	Sidener-Van Riper Adv. Co.....Ind.
Federal Adv. Agency.....N. Y.	Shuman-Haws Adv. Agency.....Chi.
Ferry-Hanley Adv. Co.....Kan. C.	Smith, Brooke & French.....Det.
Charles Daniel Frey.....Chicago	Stack-Goble Adv. Agency.....Chi.
Fuller & Smith.....Cleveland	J. Walter Thompson Co.....N. Y.
Gardner Adv. Co.....St. Louis	Western Adv. Co.....San Fran.
M. P. Gould Co.....N. Y.	West'n Adv. Agency.....Wis.
Chas. W. Hoyt Co., Inc.....N. Y.	William & Cunningham.....Chi.
Ralph H. Jones Co.....Cinn.	Young & Rubicam.....N. Y.

Publishers

American Boy.....N. Y.	Life.....N. Y.
American Weekly.....N. Y.	Literary Digest.....N. Y.
Asia.....N. Y.	Meredith Pub. Co., Des Moines
Atlantic Monthly.....Boston	Nation's Business.....Wash.
Capper Publications.....N. Y.	Needlecraft.....Chicago
Chicago American.....Chicago	New York Times.....N. Y.
Chicago Tribune.....Chicago	Outlook.....N. Y.
Christian Herald.....N. Y.	People's Home Journal.....N. Y.
Christian Science M'tor.....Boston	People's Pop. Monthly.....Iowa
College Humor.....Chicago	Popular Science Monthly.....N. Y.
Conde Nast Pub.....N. Y.	Printer's Ink Pub. Co.....N. Y.
Crowell Publishing Co.....N. Y.	A. W. Shaw.....Chicago
Editor & Publisher.....N. Y.	Shrine.....N. Y.
Elks.....N. Y.	Scientific American.....N. Y.
Farm Journal.....Phila.	Smart Set.....N. Y.
Holland's.....Texas	Time.....N. Y.
Household.....Chicago	True Story.....N. Y.
International Mag.....N. Y.	

Advertisers

Berkey & Gay	Indian Refining Co.....Illinois
Furniture Co.....G. Rapids	Internat'l Silver Co.....Meriden
Champion Spk. Plg. Co.....Toledo	Ipswich Mills.....N. Y.
Cunard Steamship Co.....N. Y.	Johns-Manville Corp.....N. Y.
Daggett & Ramsdell.....N. Y.	Mohawk Carpet Mills, Amsterdam, N. Y.
Eastman Kodak Co.....Rochester	Packard Motor Car Co.....Detroit
Fisk Tire Co., Inc.....Mass.	Palmolive-Feet Co.....Chicago
General Elec. Co.....Schenectady	Ponsell Floor Mach. Co.....N. Y.
Hoosier Mfg. Co.....Indiana	Remington Typew'r Co.....N. Y.
Hoover Co.....Chicago	Stromberg-Carl. Mfg. Co.....Roch.
Hurley Machine Co.....Chicago	

Associations, Etc.

American Ass'n. of Adv. Agencies.....N. Y.	Barron G. Collier.....N. Y.
	Gen. Outd'r Adv. Co., Inc.....N. Y.

Specimen Pages and Details on request to

DENNEY PUBLISHING CO., Inc.

245 Fifth Avenue, New York City

MAXWELL HOUSE COFFEE

JELL-O

Muffets!

Snider's

OLLIE MEGAL
Mayonnaise

Campbell's

DROMEDARY DATES

Kraft-Phenix Cheese

Hostess

Hellmann's

HAWAIIAN PINEAPPLE

Cakes

LeChoy

Shredded Wheat



CANADA DRY

Puritan

Mouquin

HORMEL

Flavor-Sealed

HAM

Welch's

The National Drink
Grape Juice

OVALTINE
THE FOOD BEVERAGE

GULDEN'S

Libby's

At the Bar of

TETLEY
TEA

Del Monte

Pabst-ett



Wheatena

A.1. SAUCE

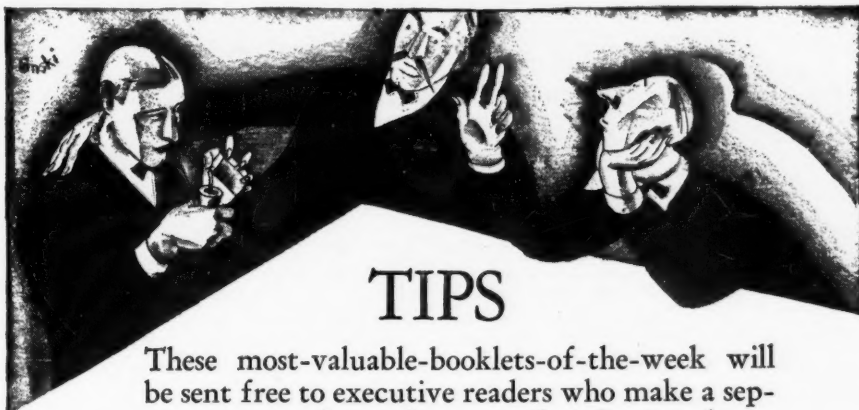
Kellogg's

KRAFT K PRODUCTS

BAKER'S COCOA

MONARCH SWITZERLAND CHEESE





TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

To Make Your Salesmen Bigger Producers

Selling's Newest Tool. The Eastman Kodak Company announces a business kodoscope for putting across your product in the movies right at the customer's desk. The machine has a self-contained screen, and 800 feet of 16 millimeter safety film may be carried within the case. Designed for use before a one-man audience or a large group. Very much worth looking into.

Direct Mail

Design and the Letterhead. Design, of course, is the first step in the production of letterheads of character. This is a portfolio of actual letterheads designed by a specialist in engraved stationery.

The Battle of the Giants—and You. A compelling book about advertising printing that makes people read it; active advertising as compared with the passive stuff that goes to the wastebasket with only a hurried glance.

General Business Helps

In a Market Where There Is Action. An interesting survey of the outlook for farm prosperity in 1929. Not only is the subject matter important to every national distributor but the booklet is a magnificent example of modern printing art.

A Study of Architectural Publications. A survey conducted by the George L. Dyer Company to find the reading preferences of architectural magazines.

After Hours. If you are interested in the construction market you will want this one, too. It gives interesting sidelights on specialized coverage of the field which is perhaps the best single index of prosperity.

Profitable Business Control. The use of visible records in all branches of a business, but with particular emphasis on sales control is described and illustrated in this 48-page book.

Decentralized Operations and Responsibilities with Coordinated Control. A complete analysis of the operation plans of the General Motors Corporation.

Maps, Charts and Graphs. Designed by the National Association of Real Estate Boards as an aid in selling real estate, but of broad general interest.

The Salesman Who Sends in Red Ticket Orders

(Continued from page 803)

the home office and go over the problem with him, give him all the facts and then ask him to write a letter to the other salesmen. We never permit him to "talk down" to the other salesman, nor do we countenance any "preaching" or superior attitude. Instead, we are able to get the salesman to write a cordial, friendly and often a genuinely helpful letter to the other men. The plan has shown surprisingly good results. It has proved that salesmen are a great deal more reasonable and far easier to manage than we thought they were. All they require are the facts, and once they get the facts put to them in terms they can understand, we have found that we can nearly always rely on their fairness, good judgment and willingness to carry their share of the load, whatever it may be.

Halcomb & Hoke Manufacturing Company have established new Western headquarters at 291 Ellis Street, San Francisco.



Which Will Make Your Sales Grow Faster?



WILL LARGER SPACE OR MORE MEDIUMS PRODUCE the GREATEST RETURNS?

EVERY advertiser, at one time or another, is concerned with the problem of how to distribute his advertising appropriation to produce the greatest return.

How much in national consumer magazines?—in trade publications?—in direct mail?—in other mediums? Large space or small? One medium or many?

Upon the answers to these questions depends, in a large measure, the success of the advertising investment. And in the current issue of our monthly publication, "Getting Results," we have sought to help business men answer them.

This issue contains a study of the records over several years of four of our clients, engaged in widely separated business fields, whose advertising has been notably successful. It shows, in each instance, the types of mediums used, changes made from time to time in mediums, frequency of insertions and space units, and the effects of these changes on sales progress.

This study, based entirely on demonstrated facts, should prove of much interest and practical value to sales and advertising executives, to whom we shall be pleased to send copies upon request.



THE GREEN & VAN SANT COMPANY

A National Advertising Agency
First National Bank Building
Baltimore, Maryland

Account Changes

The Celanese Corporation of America, manufacturers of Celanese yarns, fabrics and articles, to Batten, Barton, Durstine & Osborn, Inc., New York City.

REMINGTON RAND BUSINESS SERVICE, INC., Buffalo, systems and safe cabinet divisions, to Erwin, Wasey & Company, Chicago; trade publications of all divisions to Addison Vars, Inc., Buffalo.

THE VADSCO COMPANY, New York City, including V. Vivaudou, Parfumerie Melba, A. H. Smith Company, American Druggists Syndicate and Kny-Scheerer Corporation, to the Biow Company, there.

INTERNATIONAL TRAVEL CLUB, Cleveland, Ohio, to the John S. King Company, Inc., of that city. General magazines.

THE AMERICAN BRAZILIAN ASSOCIATION, Brazil, to Stanley E. Gunnison, Inc., of New York. Newspapers.

DIXIE FOODS, INC., New York, Southern foods and Smithfield hams, to the Louis H. Frohman Advertising Agency, there. Publications and direct mail.

SILENT GLOW OIL BURNER CORPORATION, Hartford, Connecticut, Silent Glow oil burners for kitchen ranges, hot-water heaters, circulating heaters and furnaces, to Cleveland & Shaw, Inc., New York.

PARFUMERIE DOLLUP, INC., New York, "L'Manda" Lemon Cleansing Creme and other toilet preparations, to C. A. Chandler & Company, there. Newspapers and magazines and radio.

LAURENCE PANT CUFF CLEANER, Detroit, Michigan, new electrical device used by tailors and cleaning establishments, to C. A. Chandler & Company of New York. Direct mail and trade publications.

B. W. SANGOR & COMPANY, New York City, advertising of Pinewald, New Jersey, all-year-round resort, to the William H. Rankin Company of that city. Magazines and newspapers.

SAMPLE AND CARRYING CASES
"MADE RIGHT"
Help Sell Goods
Knickerbocker Case Co.
2324 No Crawford Ave CHICAGO, ILL.
ESTABLISHED 1900

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1923; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

DISTRIBUTOR WANTED

We have developed an entirely new and improved principle in fire extinguishers, which requires the extending of our distribution plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers, with the additions to our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age,

experience, and other qualifications. Fyr-Fyter Company. 1741 Fyr-Fyter Building, Dayton, Ohio.

EXECUTIVES WANTED

EXECUTIVES SEEKING NEW CONNECTIONS and others qualified for salaries of from \$3,000—\$20,000 yearly, find in our confidential service a highly specialized, dignified and effective means of placing themselves; not an agency. Send name and address for full particulars. J. T. Jennings, Room 306 First National Bank Building, New Haven, Connecticut.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established nineteen years. Send only name and address for details, R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

Index to Advertisers

	PAGE		PAGE
Alamac, The	808	Kansas City Star	787
American Tel. & Tel. Co.	795	Knickerbocker Case Co.	812
Ansonia, The	810	Los Angeles Examiner	769
Beaumont Enterprise & Journal..	809	Lowry Cartoon Corp.	803
Boston Evening Transcript	802	Music Trade Review	Cover
Chicago Tribune	Cover	New York Sun	770
Cleveland Press	764	New York Times	765
Conkey, W. B., Co.	808	Newark Evening News	768
Denney Pub. Co.	791	Reliance Reproduction Co.	809
Einson-Freeman Co., Inc.	Cover	Review-Chronicle Nat. Adv. Bur.	763
Gannett Newspapers	803	San Antonio Express	809
Gibbons, J. J., Ltd.	812	Sheppard, C. E., Co.	801
Green & Van Sant Co.	811	Soda Fountain	792-793
Harrisburg Telegraph	807	Southern Planter	762
Historical Pub. Co.	810	Taxi Weekly	810
Houston Chamber of Commerce..	766	Washington Evening Star	807
Indianapolis News	805	Wilkes-Barre Times-Leader	805
Industrial Dallas, Inc.	761	Yonkers Herald	805

Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
New York Office 2132 Granbar Bldg. Thomas J. Briggs, Manager for United States

Pianos and Piccolos, Radio, Records, Rolls



EVERYTHING in music! The modern music merchant conducts a music department store. He sells over three thousand different items that tide him over seasonal slumps and dull selling periods. Pianos, harmonicas and radio sets; phonographs, oboes and harps; fiddles, Ramonas, and records and rolls—something to attract the customer any time of the day, any time of the year. That's why a music merchant's name is so seldom listed among the bankruptcies

THE MUSIC TRADE REVIEW, issued weekly since 1879, has been the music department store's paper since the days when the pianos were square, when phonographs had tin horns and radio was a dreamer's crazy notion. It has helped the music merchant and instrument manufacturer through several periods of business adjustment when new forms of music came in.

The music industry today is aware of the vigorous competition for sales being waged between many industries, but it is all set to battle for its share of the public's dollar. The aggressive fight of the instrument maker to Keep America Musical is reflected in the advertising pages of the Music Trade Review, the backbone of any sales campaign to reach several thousand music merchants from Boston to Los Angeles. Sixty-eight hundred of them read the weekly issues for trade news and developments and the Monthly Magazine Number for the latest developments in musical instrument selling and merchandising.

The Review advertiser gets complete coverage of the music store field.

Here's What Our Readers Sell

PIANO DEPARTMENT

	Per Cent
Pianos	98.3
Music Rolls	94.2
Cabinets	74.6
Benches	88.7
Scarfs	70.0
Lamps	23.6
Organs	30.0
Automatics	50.0

PHONOGRAPH AND RADIO DEPARTMENT

Phonographs	87.0
Combinations	86.5
Radio Receivers and Accessories	83.2
Radio Parts	30.9
Motion Picture Cameras	8.0
Motion Picture Projectors	6.0

RECORD DEPARTMENT

T. M. Records	84.1
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MUSICAL MERCHANDISE

Band and Orchestra Instruments	61.5
--------------------------------------	------

SHEET MUSIC

Sheet Music and Music Books	68.0
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MUSIC TRADE REVIEW
Founded in 1879 by Edward Lyman Bill
Published Weekly at 420 Lexington Avenue
NEW YORK CITY

564 million dollars for three square meals a day

That's Chicago's annual food bill!

Looking expectantly toward the kitchen, 780,488 families sit down three times a day, 365 days a year. Food vanishes in amazing volume!

A giant platter laden with 132,682,000 pounds of beef—
539,473,000 pounds of mashed potatoes alongside—

A side dish of 7,570,000 pounds of peas—

A salad with 21,853,000 pounds of lettuce and 77,346,000 pounds of tomatoes.

These few typical food items give a hint of why Chicago rolls up a retail food bill of \$448,694,000 a year—of \$564,000,000 when suburbs are added. And all this is entirely exclusive of restaurant meals.

Chicago, one of America's most prosperous cities, is able to pay the bill. And does—to the profit of those who put food products into the pantries and on the stoves of Chicago's homes. And especially to those advertisers who have found that the key to the Chicago food market is the Chicago Tribune.

Tribune Advertising is the Key to Chicago's Food Preferences

By sheer force of its editorial appeal to women, the Tribune has risen to its position as Chicago's foremost food medium. It has entrenched its hold on the greatest number of housewives in Chicago and the Chicago territory.

Food Advertisers know this—and invest more money in the Chicago Tribune than in any other Chicago newspaper, evening, morning or Sunday. And they get greater results because, for one reason, the daily Tribune reaches 146,000 more homes in Chicago and suburbs alone than any other Chicago daily paper.

Chicago women go to market with \$1,500,000 every day to spend for food products. They go in the morning and the great majority let the Tribune guide them in making their daily purchases. And food advertisers, refusing to be guided by legend or languor in buying their space, spend more money in the Chicago Tribune than in any other newspaper in America.

Send for a Tribune man and get detailed facts about the road to profit in selling food products in Chicago.

During 1928, Maxwell House and Thos. J. Webb Coffees, Canada Dry and C & C Ginger Ales, Blue Valley Creamery Co., Kellogg Co., Pabst Corp., Quaker Oats Co., Mickelberry, Continental Baking Co.—all leaders in the food product field—concentrated their advertising in the Chicago Tribune.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

